

# FINANCIAL TIMES

Europe's Business Newspaper

WEDNESDAY JULY 14 1993

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## Thirteen charged in Abu Dhabi over BCCI affair

Thirteen former officers of the Bank of Credit and Commerce International have been charged in Abu Dhabi two years after the bank was closed following an alleged multi-billion pound fraud. The charges mean that Mr Suleiman Naqvi, former chief executive officer of the bank, could face a 36 year jail sentence if convicted on all counts. Mr Naqvi was among a number of senior officers in Abu Dhabi engaged on restructuring the bank at the time of its worldwide closure. Page 14

**UK expansion exceeds forecast:** Britain's manufacturing output rose 1.8 per cent in May, the sharpest monthly increase for four years, and almost 10 times stronger than market expectations. Page 14

**Commerzbank:** one of Germany's largest banks, has won a long-running legal dispute with British tax authorities in a case which could have important implications for businesses elsewhere in the EC. Page 14

**IRI:** Italy's biggest state holding company, revealed details of plans to rationalise the telecommunications sector, starting with the merger of Sip and Italcalco by January 1994. Page 15

**Taiwan go-ahead for BAe venture loans:** Taiwan's economics ministry and local banks agreed in principle to offer Taiwan Aerospace Corporation \$480m in low-interest loans for a \$250m (\$373m) joint venture with British Aerospace.

**Iraq prepares for more strikes:** Iraq began to prepare the public for possible US military attacks, following its refusal to allow United Nations weapons inspectors to seal off a two missile sites west of Baghdad. Page 5

**Clarke visit aims to improve German links:**

UK chancellor Kenneth Clarke (left) is to visit Germany for two days from Sunday to strengthen economic relations and smooth tensions between the Treasury and Bundesbank. He will meet Hans Tietmeyer, Bundesbank president-designate, and Theo Waigel, German finance minister, and will give a speech that is expected to develop the UK's ideas for improving Europe's international competitiveness. Page 6

**Wholesale prices come down:** US wholesale prices fell 0.3 per cent in June, the biggest monthly drop in two years, indicating that inflationary pressures are moderating. Page 3

**Subpoena for Bush over BML:** Former president George Bush has received a subpoena to testify and provide documents in the long-running case involving more than \$5bn of Iraqi loans, made by the Atlantic branch of Italy's Banca Nazionale del Lavoro. Page 3

**Denial on BA 'dirty tricks':** British Airways chairman Sir Colin Marshall denied any prior knowledge of the "dirty tricks" his airline played on Virgin Atlantic Airways that led to an apology and a \$610,000 payment to Virgin in January. Page 15; Lex, Page 14

**Medco in talks with drugs groups:** A realignment of drug distribution in the US, could be under way following news of talks involving Medco Containment Services, one of the country's largest distributors. Page 15

**Delay on water clean-up advised:** The UK government was advised to delay the timetable for cleaning up the country's water or risk seeing large increases in household water bills. Page 6; Editorial Comment, Page 13; Lex, Page 14

**Cambodia guerrillas in peace moves:** Khmer Rouge guerrillas are willing to join Cambodia's new national army to try to bring peace to the country. Page 5

**US steel 'cheaper than imports':** Steel imported into the US is often more expensive than that produced by US mills which are accusing foreign competitors of dumping. Page 4

**British interest in gas pipelines:** British Gas, Rolls-Royce and British Steel are among five British companies which may participate in the building of a pipeline to carry Argentine gas to Chile's capital, Santiago. Page 4

**India flood deaths reach 175:** Floodwaters began receding in northern India as the death toll from four days of heavy monsoon rains rose to at least 175.

**FT STOCK MARKET INDICES**

FTSE 100	2037.1	(+6.2)
Yield	4.93	
FTSE Eurotrack 100	1226.91	(+3.07)
FTCA All-Shares	1402.44	(+0.2%)
Hang Seng	20,180.42	(+200.42)
New York Stock Exchange	3,516.58	(-7.82)
Day Gross Int Ave	1,163.35	(-2.26)
S&P Composite	445.15	(-0.43)

**US DOW JONES INDUSTRIAL AVERAGE**

Federal Funds	3%
3-60 Day Bills Yld	3.03%
Long Bond	10.6%
T-Bill	6.67%

**IN LONDON MONEY**

3-6m Interbank	5%	(same)
LIBOR 1 month	10.71%	(Sep 10.52)
IN NORTH SEA OIL (Argus)		
Bank 15-day (Avg)	117.05	(16.87)
IN Gold		

**New York Comex (Aug)**

Gold	\$394.5	(304.9)
London	3333.75	(394.05)

**IN STOCK MARKET INDICES**

IN STERLING	
New York Stock Exchange	\$ 1,693
London	1,693
Paris	1,693
Frankfurt	1,693
Tokyo	1,693

**IN DOLLAR**

New York Stock Exchange	\$ 1,693
London	1,693
Paris	1,693
Frankfurt	1,693
Tokyo	1,693

**IN JAPAN**

3-6m Interbank	5%
LIBOR 1 month	10.71%
Bank 15-day (Avg)	117.05
IN Gold	

**New York Comex (Aug)**

**London**

**IN FRANCE**

**IN GERMANY**

**IN SPAIN**

**IN SWITZERLAND**

**IN SWEDEN**

**IN SWITZERLAND**



Loans reach record \$23.7bn

## World Bank lending soars

By George Graham  
in Washington

THE WORLD BANK increased its lending by \$2bn to a record \$23.7bn over the past 12 months, with a sharp rise in new loans to recent members in eastern Europe and the former Soviet Union.

But political turmoil and a shift in the bank's lending strategy, away from adjustment lending and towards individual projects, led to a fall in lending to Africa.

New commitments there dropped to \$2.8bn in the 1993 accounting year which ended on June 30, compared with \$4bn in the previous 12 months.

Commitments to Europe and central Asia rose to \$3.8bn, compared with \$2.1bn in the previous year, largely because of \$1.83bn in loans to eight countries of the former Soviet Union which have just joined the bank.

Overall, new commitments from the International Bank for Reconstruction and Development, the core of the World Bank group, climbed to \$16.9bn for 122 projects, compared with

\$15.2bn for 112 projects in fiscal 1992.

The International Development Association, the bank's unit which provides low interest loans to the very poorest countries, committed \$6.8bn to 123 projects in fiscal 1993, compared with \$6.5bn for 110 projects in the previous year.

The bank said preliminary figures for disbursements, or money actually handed over to borrowers, showed an increase to \$1.8bn compared with \$1.65bn in fiscal 1992.

While IDA commitments have been climbing steadily since 1988, IBRD lending has been more stagnant, fluctuating between \$1.5bn and \$1.64bn for several years.

Earlier this week, the bank unveiled a new set of changes in management practices designed to address criticism of over-emphasis on new lending and to improve the quality of its projects.

Reviews of its portfolios in countries such as India and Brazil have led to \$2.3bn of projects being cancelled outright, although most of the savings are redirected towards other needs in the same countries.

## Wholesale prices come down in US

By Michael Prowse  
in Washington

US WHOLESALE prices fell last month, indicating that inflationary pressures are moderating, the Labour Department reported yesterday.

The producer price index for finished goods fell 0.3 per cent in June, the biggest monthly drop in two years. The annual rate of wholesale price inflation fell to 1.4 per cent against 2 per cent in May.

The decline in inflationary pressures was led by a 0.9 per cent drop in food prices in June compared with May, and a 0.6 per cent fall in energy prices. However, excluding the volatile food and energy com-

ponents, the core producer price index fell 0.1 per cent. In May, core producer prices rose a modest 0.2 per cent.

If consumer price figures due today are equally encouraging, the Federal Reserve is likely to become more relaxed about the inflation outlook. In May, after a series of unexpectedly large price increases, it shifted to a bias towards raising short-term interest rates. An early rise in rates is not now expected.

Analysts said severe flooding in the Midwest was already pushing up some agricultural prices, but the sluggishness of the economic recovery was expected to prevent them feeding through into a broader increase in inflation.

## Rescue plan for Everglades agreed

By Lisa Bransten  
in Washington

FLORIDA sugar-growers and state and federal officials yesterday agreed in principle on a plan to clean up the endangered Everglades, ending a five-year legal wrangle.

The plan, announced by Mr Bruce Babbitt, interior secretary, is the latest in a series of compromise deals worked out by the Clinton administration to settle disputes between business and environmental interests.

Under the agreement the sugar-growers have promised to spend up to \$32m over 20 years to reduce pollution from fertilisers and increase the flow of water to the Everglades, one of the world's most famous swamp areas and home to a huge variety of plant and animal species.

The federal government will seek to contribute about \$16m through flood control projects and the services of the Army Corps of Engineers. The state of Florida may also contribute funds to the project.

## Menem election push opposed

By John Barham  
in Buenos Aires

THE Catholic Church and the conservative press, two pillars of Argentina's establishment, yesterday attacked President Carlos Menem's campaign to seek a second term when his present mandate ends in 1995.

His re-election effort has become the main political issue in Argentina because it would require a constitutional amendment. A presidential incumbent may not serve the next term.

Unlike Mr Menem's free market economic reforms, his re-election drive has aroused strong opposition from business and led to renewed attacks by the Church.

Yesterday, the influential conservative newspaper *La Nación* condemned Mr Menem's plan for a plebiscite to accelerate the amendment. Plebiscites are not binding on congress, but the opposi-

## Subpoena for Bush in BNL affair

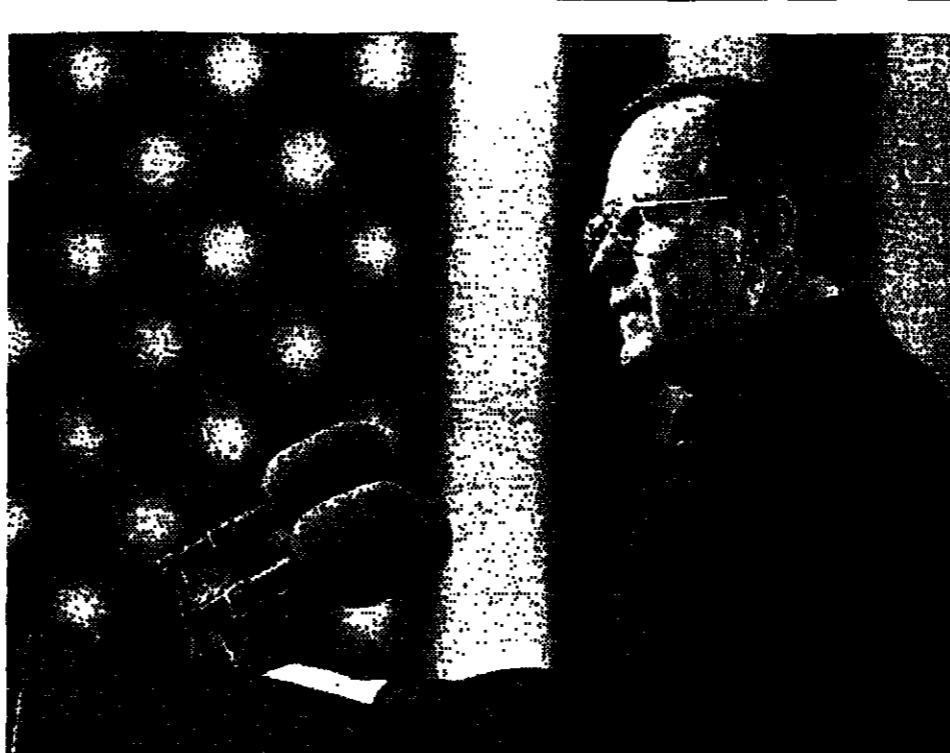
By Alan Friedman in New York

FORMER President George Bush has received a subpoena to testify and provide documents in the long-running case involving more than \$5bn of Iraqi loans, made by the Atlanta branch of Italy's Banca Nazionale del Lavoro (BNL).

Mr Bush has consistently denied any wrongdoing by the government in the BNL affair. It is not known yet whether he plans to contest the subpoena.

The subpoena, filed by the lawyers of Mr Christopher Drogoul, former BNL Atlanta manager, calls for the ex-president to appear in September at Mr Drogoul's trial in Atlanta. It seeks from Mr Bush 37 documents, including records of conversations with both Mr Giulio Andreotti, former prime minister of Italy, and Mr Robert Gray, Mr Bush's White House counsel.

Mr Drogoul, who is accused of masterminding a multi-billion dollar loan effort that funded Iraq's nuclear and conventional weapons programme, has changed his plea from guilty to innocent.



George Bush: Lawyers for former BNL manager Christopher Drogoul want his testimony

Last autumn, as the BNL controversy came to a boil in the closing stages of the US presidential election campaign, a federal judge in Atlanta said he suspected a US government cover-up and stated that CIA documents proved that the Bush administration knew about and interfered with the BNL case.

Mr Robert Simels, Mr Drogoul's defence lawyer, said yesterday the Bush subpoena was

designed to prove that his client was merely a tool in a broader effort by the US, Italian and British governments to help Iraq's President Saddam Hussein during his eight-year war against Iran.

"The aim is to compel the former president to appear, and to produce documents that relate to his knowledge of US foreign policy towards Iraq in the 1980s, coupled with his efforts to assist Iraqi purchases

backed by loan guarantees from the US government," Mr Simels said. "We also want to show Mr Bush's communications with Prime Minister Andreotti and the Italian government on this matter."

Mr Simels said a subpoena had also been issued to Kissinger Associates, the consultancy headed by Mr Henry Kissinger, former US secretary of state. He is seeking to quash the subpoena.

## Canada senate cancels its rise

By Bernard Simon in Toronto

dian federal parliament's upper chamber.

The senators could not have chosen a worse time to award themselves an increase.

The province of Ontario has just passed a law requiring 950,000 civil servants to accept a three-year pay freeze and 12 days of unpaid leave a year.

With the national unemployment rate at 11.3 per cent and inflation at 1.8 per cent, most private-sector workers can look forward to, at best, a token pay rise this year.

Faced with the combined opprobrium of their party leaders, the media and the public, the senators meekly accepted that an increase was not such a good idea after all.

The vote to rescind the extra allowance was 80-1, with two abstentions.

The about-turn is "not a humiliating thing," Senator Lowell Murray, government leader, at a special session convened on Monday night to overturn the increase.

The 104 senators owe their seats to patronage appointments by former Conservative and Liberal prime ministers, but they are at present a little more sensitive to public opinion than usual.

With a general election coming up within the next four months, both the Conservatives and Liberals want to avoid anything that might risk driving voters into the arms of smaller parties, several of which favour either abolition or drastic reform of the Cana-

"I've seen nothing to change my mind," he said.

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ITC staff report will bear on dumping decisions

## Import prices 'often higher' than US steel

By Nancy Dunne  
in Washington

THE PRICE of steel imported into the US is often higher than the steel sold by the American mills which are accusing their foreign competitors of widespread dumping, according to a report produced by the staff of the International Trade Commission.

The ITC's staff report forms part of the record for the agency's six commissioners when they weigh their decisions on 72 flat-rolled dumping and subsidy steel cases now moving towards conclusion. Injury findings in the controversial cases are due on July 27.

"Imports generally cost twice as much as domestic steel," said a senior ITC staff member, who asked not to be identified. Often the foreign products are of higher quality, or capable of special use, and price is not a factor.

In fact, high-quality imports often cost so much more that a lawyer defending South Korea before the ITC introduced commissioners to a "dummysum" - arguing that US steel customers had to be "dummys" if they are buying from abroad a product they can get domestically and paying more.

The prices charged for steel imports could be the key to the 72 cases against foreign companies, which are accused of depressing US prices. About \$3.2bn (£2.2bn) in preliminary

tariffs have been levied against them, but the duties would be lifted if the ITC fails to find that imports are the cause of the US industry's troubles.

A survey conducted by the non-partisan ITC staff found that price is rarely an issue when US manufacturers purchase foreign steel products. More often, the steel is purchased for reasons of quality, reliable supply or superior technical support - the reasons they buy from Americans.

According to the survey, users also buy from domestic sources because of shorter lead times between orders and delivery, because of "Buy American" policies, and of scope for placing smaller minimum orders.

Several purchasers said they would not buy any foreign steel if comparable domestic products were available at lower prices; others said they bought imports because a comparable product was not available from domestic mills.

The staff also found that foreign companies as a whole had increased market penetration for hot-rolled steel. The share steadily increased from 13.2 per cent in 1990 to 15.3 per cent in 1992. However, the increases were captured by Canada, South Korea and the Netherlands, while other countries' shares were constant or declined.

Lawyers representing foreign producers were pleased with the staff report, but say the ITC commissioners are unpredictable and sometimes biased towards the domestic industry. The senior ITC staffer confirmed that impression. "A minority of commissioners vote on the merits of the individual cases," he said. "We look at the decisions... and they're from Mars."

Mr Jim Bovard, an expert on the "unfair trade" laws, said the commission could look at the higher prices and rule the defendants guilty of "quality dumping" - meaning that the price difference is less than the quality difference, and the foreign steelmaker should charge more even if prices are higher.

"The decisions are often written by the commissioners' staffers," he said. "They are political animals."

Meanwhile, US steel users have organised to lobby against the industry's effort. They say the higher prices resulting from the tariffs will make their products uncompetitive on export markets.

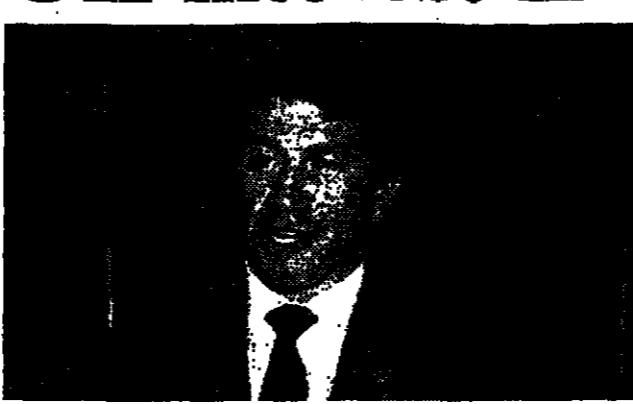
The Coalition of American Businesses for Stable Steel Supplies said the high tariffs hurts small business which is expected to generate most of the country's new job.

Supply instability and higher prices will reduce the competitiveness of literally thousands of American companies that employ perhaps up to 3m American workers."

Officials have estimated the cost of each bridge at \$120m

## NEWS: WORLD TRADE

# UK interest in trans-Andean pipeline



Michael Portillo: led delegation to Chile

By David Pilling in Santiago

FIVE British companies, among them British Gas, Rolls-Royce and British Steel, are discussing possible participation in the trans-Andean gas pipeline with a Chilean consortium.

The project, expected to cost \$1.2bn-£800m, will carry gas from southern Argentina to Chile's capital, Santiago, a distance of 1,200km.

UK company executives visited Chile recently as part of a delegation led by Mr Michael Portillo, Britain's chief secre-

tary to the Treasury. They discussed participating in transmission and distribution work with Chilectra and ENAP, which hold the gas supply contract.

The project has a target completion date of late 1996.

Mr Portillo said the broader aim of his trip was to raise Chile's profile among UK businesses. Although Britain had historically been a big investor in the country, it had been slow to exploit recent opportunities outside the mining sector.

Chile's economy, though rel-

atively small, is one of the fastest growing in Latin America. Its exports are equally divided between Europe, Asia and the Americas.

Mr Portillo, who said ministers had assured him of the country's commitment to free trade, is keen to speed up two bilateral trade deals: a double taxation accord and an investment promotion and protection agreement. After talks with Chile's foreign minister, Mr Enrique Silva, he expressed confidence that the taxation accord would be signed "before the end of the year".

## Cash sought for Danube bridges

BULGARIA is looking for foreign investors and partners to build its share of two new bridges across the River Danube, officials said yesterday.

Meanwhile, US steel users have organised to lobby against the industry's effort. They say the higher prices resulting from the tariffs will make their products uncompetitive on export markets.

The Coalition of American Businesses for Stable Steel Supplies said the high tariffs hurts small business which is expected to generate most of the country's new job.

Supply instability and higher prices will reduce the competitiveness of literally thousands of American companies that employ perhaps up to 3m American workers."

Officials have estimated the cost of each bridge at \$120m

## GEC-Alsthom backed in Indonesia power bid

By William Keeling in Jakarta

GEC-ALSTHOM, the Anglo-French supplier of electricity generation equipment, has gained support in the Indonesian parliament, in the bitter fight to win contracts for two 300MW power stations.

Mr Eric Soekardja, deputy chairman of the Indonesian parliamentary energy commission, has called on the government to explain why a rival bid has been favoured, even though it is significantly higher than that tendered by GEC-Alsthom.

PLN, the country's state-owned electricity company, recommended last May that the German operation of ABB, the Swiss-Swedish group, and

Mitsubishi of Japan should build the gas-powered stations, at Muara Tawar in West Java, and Pasuruan in East Java.

Some \$23bn of investment in new capacity for the power network is planned in the period 1994 to 1999, and, according to one industry official, the companies "are playing rough and ready business politics" to win a share of it.

Antara, the state-owned news agency, says GEC-Alsthom has written to Indonesian President Suharto, setting out its bid of \$500 per kilowatt, valuing the stations at \$150m each, and a commitment to complete them by September of next year.

The bid by ABB and Mitsubishi

sh, it claims, represented \$603 per kilowatt, valuing the plants at \$187m each, and offered completion by March 1995.

PLN says that its recommendation was based on the proven track record of ABB and Mitsubishi in Indonesia.

Industry officials also suggest that technical variations in the proposals could account for the cost difference.

### Correction

PDV S.A. of Venezuela was wrongly referred to as the state oil company of Colombia on page XV of FT Exporter (June 29). The Colombian national company is Ecopetrol.

## Eastward with success in glass

Ronald van de Krol visits a Philips factory venture in Poland



THE easiest way to measure the transformation of Poland's biggest lighting company is to look for broken glass - or a lack of it - at its production site.

Before Philips of the Netherlands took a majority stake in Polam-Pila, in 1991, the company had to produce 170 glass tubes to end up with 100 fluorescent lights.

This was because 70 per cent of all glass tubes broke, cracked or ended up faulty. The tell-tale signs of inefficiency were the shards of glass littering the factory floor.

Now - after investments in a new glass furnace, intensive training of staff and the advent of stringent quality control - Philips Lighting Poland, the new Polam-Pila, needs to produce just 112 tubes for every 100 effective fluorescent lights. This ratio compares well with the 108:100 achieved by Philips factories in such places as the Dutch town of Roosendaal.

Showing off his new, computer-driven quality-control system, Mr Stanislaw Kozlowski, the 42-year-old general manager, says: "Before, we had four grades of quality that we checked for. Now we accept only one type of quality - the best."

The sharp improvement, achieved by a 3.5-fold increase in annual investment to £1.2m (£7.6m) means that the company, at Pila in north-western Poland, is now allowed to export some of its products to the Philips sales organisation in the Netherlands.

This effectively puts a small portion of its production on a par with that of the 11 other lighting plants maintained by Philips in western Europe.

Still, the Polish company has

a long way to go, despite turning in a small profit for 1992 after running up a loss in 1991.

The contrast between the new and the old is vividly highlighted by Building 61A - a showcase of new Philips-built equipment - and Building 48, described by one manager as an "industrial archaeological museum."

Indeed, inside the hall, pride of place is reserved for two machines dating from the 1920s. These were confiscated from the old Philips factory in Warsaw, after nationalisation in 1945, and are no longer in service. The rest of the machines in the hall are virtual carbon copies of this original, outdated, machinery.

For Philips, Polam-Pila is an important step in its plans for eastern Europe, giving it a strong foothold in the region's biggest market and access to a company with a proven record in exports.

In 1992, exports accounted for nearly 50 per cent of sales of \$55m (£37m). Most of these were to store chains in North America and Britain, which sold the lamps under their own labels.

Russian exports, hit by turmoil in the former Soviet Union, have started to recover, now that sales are denominated in dollars and linked in a complex counter-trade arrangement to Polish imports of Russian oil.

The Polish investment is important because it marks a departure from the normal Philips practice. Instead of stationing a team of expatriate managers in Poland, the Dutch company chose at the outset to work with local management under Mr Kozlowski, whose 80-hour week is testimony to the challenge of switching from a command economy to a free market.

In many ways, the success of Polam-Pila under Philips is an extension of its impressive

achievements under the constraints of communism. The company used to be bound to follow ministerial edicts from Warsaw, but it was allowed to start exporting to the west in the 1970s and to expose itself to the rigours of self-financing in the 1980s.

"In spite of adverse conditions, they had developed according to their own philosophy, they were motivated and they were serious," according to Mr Elmar Kloster, president of the Philips lighting division.

The labour force in Poland has had to adjust to new circumstances. Early expectations of western wages were dashed by a temporary freezing of salaries, causing some short-term labour unrest which has since abated.

Also, the Polish management put a halt to the old practice of paying people according to the number of light bulbs produced, regardless of quality.

"Over a year, we gradually abandoned paying people on the quantity of their output," Mr Kozlowski says. "Payment is now on the basis of a monthly salary, with the possibility of a small bonus to keep quality discipline."

## Bosnia: when, if ever, will the new Crusade stop?

A World Conference in London on November 12, 13 & 14, 1993.

The Balkans have been a battlefield of two great civilisations. A new phase of the old struggle has begun. We have seen a glimpse of the methods the West and its surrogate will use against Islam. Where will the axe fall next?

What can Muslims do about it? The failure of Muslim States, organisations and Islamic movements to mount a credible response to a world crisis is in itself a major issue for discussion.

The Muslim Parliament debated Bosnia on June 19 and asked the Leader, Dr Kalim Siddiqui, to call a world conference.

We invite, ulama, academics, specialists, activists and students from all parts of the world to participate. Those interested should first write requesting a conference paper and a formal invitation.



The Muslim Parliament is also looking for conference sponsors. Donations may be sent to The Muslim Parliament (Bosnia Account No. 0540580) Lloyds Bank Plc, 30-96-48, 84 Park Lane, London W1Y 4BX or direct to us.

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- Type and Number of Shares: 3,368,213 ordinary shares in registered form
- Issue Price: 14,600 Korean Won per share, tentatively
- Allocation of New Shares: 673,642 shares shall be allocated for the subscription by the employees of the Company according to the Law on Fostering the Capital Market in Korea, and the remaining 2,694,570 shares shall be allocated to the shareholders registered on 24th July, 1993 in the proportion of 0.16000003 share per one share.
- Record Date: 24th July, 1993
- Subscription Period: 26th August, 1993-27th August, 1993
- Payment Date: 8th September, 1993.
- Others: 1) The proportion of allocation can be adjusted by converting the convertible bonds.  
2) Fraction of shares and unsubscribed shares shall be disposed of by a resolution to be passed at a meeting of the Board of Directors.  
3) The actual issue price will be determined at a later date pursuant to the regulations of the Korean Securities and Exchange Commission.  
4) Any adjustment to the conversion price as a result of the issue of the new shares will be notified in due course.

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# Rising death toll stokes Somali hatred against UN

The crusade against General Aideed has damaged the peacekeepers' claim of impartiality, writes Leslie Crawford

**T**HE killing of four journalists in Mogadishu on Monday - shot, stoned and clubbed to death by a mob seeking revenge for its own dead - has laid bare how tragically the United Nations humanitarian mission in Somalia is unravelling.

Since the UN launched its night-time bombing raids over the capital in retaliation for the slaying of 24 Pakistani soldiers last month, gunmen loyal to General Mohamed Farah Aideed have turned south Mogadishu into an urban guerrilla war theatre.

The rising death toll - 35 UN troops, more than 100 Somalis - and the UN's decision to single out Gen Aideed as the chief villain in a land of feuding warlords, has stoked Somali hatred against what is now perceived by many as a foreign occupation force.

On Monday, after American Cobra helicopters bombed a compound in the heart of the city, the hatred spilled over to encompass all foreigners.

The journalists who were mobbed and killed at the bombed compound were well known to the residents of south Mogadishu. These

Somalis used to entreat foreign reporters to come to see the destruction wrought by UN forces. Mr Dan Eldon, a 22-year-old British-American Reuters photographer, was so well known in the area after working there for a year that he had been nicknamed the "Mayor of Mogadishu". That he should have been stoned to death indicates how radically the mood has changed.

The UN's crusade against Gen Aideed has made the general into a local hero, when only a few months ago his authority was weak. It has also damaged the UN's claim to be an impartial policeman and further undermined its credibility among Somalis.

Accounts of the recent attack diverge significantly. Gen Aideed's National Somali Alliance claims a meeting of clan elders was taking place when the compound came under attack. It says 74 people were killed and more than 200 wounded.

But Mr Barry Walkley, the UN spokesman in Mogadishu, insisted yesterday that the compound was a command centre and rallying point for Aideed militia. "We are con-

## BOUTROS GHALI WARNS ON UNPAID BILLS

THE United Nations faces a financial crisis of unprecedented dimensions because member states have not paid peacekeeping bills, notably in the former Yugoslav republics and Somalia. Mr Boutros Ghali, secretary general, said yesterday, writes Michael Littlejohns, UN Correspondent, in New York.

With arrears on regular budget and peacekeeping accounts already exceeding \$2.5bn, he warned of the high probability that the UN soon would be unable to meet its day-to-day obligations.

vinced there was no loss of innocent lives during Monday's assault," he said. "UN troops counted 13 militia [members] dead and 15 wounded, maybe more. There is no way 70 people could have been killed."

The question of UN-inflicted civilian casualties is straining relations among the 20 odd national contingents that comprise the 28,000-member UN peacekeeping force.

Suspicion, mistrust and national rivalries are undermining the UN's military command structure, formally under the authority of Turkish

Gen Cevik Bir but led in practice by Gen Thomas Montgomery, commander of the US forces in Somalia.

The 2,600-strong Italian contingent is now allegedly taking its orders from Rome and has refused to follow instructions from the UN command. Leading Italian newspapers were united yesterday in their condemnation of the US-led assault, after Mr Fabio Fabbi, defence minister, openly called for the suspension of all UN combat operations in Mogadishu.

Rome fears the UN is sinking

deeper into a military quagmire in Somalia and is reluctant to become involved in a prolonged, senseless conflict. Evidently alluding to the US and Russia, Mr Boutros Ghali said two-thirds of the amount was owed by permanent members of the Security Council, the UN's primary peacekeeping authority. By May 31, only 10 member states had paid peacekeeping assessments in full and only eight had paid their regular dues. He noted that in only one year in the last 10 had regular budget collections exceeded assessments and only once had the total outstanding balance been lower at the end of the year than at its beginning.

relations with the military have deteriorated in the past month. It has become difficult to plan relief work as we cannot always rely on military escorts."

Car has withdrawn all but three foreign aid workers from Mogadishu due to the precarious security conditions in the capital. It says it has not been able to supply its 35 feeding centres there on a regular basis since the UN launched its military strike in June. Before then, Care was feeding 175,000 displaced Somalis in the capital every day.

The UN, however, insists that any idea of reconciling rival clans and promoting a political dialogue cannot be achieved until Gen Aideed's militias have been disarmed. "We need more troops," said Mr Walkley. "This country is awash with weapons and we are not naive about the enormity of the task. Security has become our paramount concern."

Aid agencies too are increasingly critical of the UN's military operation for losing sight of its political and humanitarian objectives.

"We are primarily concerned with the unnecessary loss of innocent lives," said Mr Howard Bell of Care International, who was in Mogadishu during Monday's assault. "Our

allowed outside the compound and are transported to the airport and other sites by helicopter.

Outside the capital, he says, progress is being made in bringing clan elders together for talks. Kismayo, the southern port, is reported to have been peaceful since two rival warlords were banished, and truces have been negotiated in other areas.

But other Somalia watchers doubt whether the UN has the ability to fulfil its aims. "The UN is being naive if it thinks it can transform a desert region of nomadic tribes into a model democracy," said Dr Murray Watson, a scientist who lived in Somalia for 14 years. "I cannot think of a worse test case for the UN's new role as global policeman. They simply don't have enough experts to know what they are doing."

He said: "Somalis have a tradition in which blood crimes are repaid with blood. For the past month they have been counting the death toll inflicted by the UN. Foreigners will be killed in Somalia. Whether they wear a blue helmet, a nurse's uniform or a camera."

## IMF directors to review Vietnam debts

By George Graham in Washington

**D**

The meeting will be the IMF's first discussion of Vietnam since President Bill Clinton announced that the US would no longer oppose efforts to pay off the country's arrears and bring it back into good standing with the international financial institutions.

The US representative on the IMF board is expected today to give a formal signal on Vietnam to his colleagues, who say they have so far read of Mr Clinton's intentions only in the press.

This could trigger the formation of a support group headed by France and possibly Japan to provide bridging finance that would enable Vietnam to clear its arrears with the IMF, which total around 100m spe-

## India posts 30% jump in exports

By Paul Adams in Lagos

**I**NDIA'S exports recorded a 30 per cent growth to reach \$3.45bn (£2.34bn) in April and May, the first two months of the current fiscal year, against \$2.67bn in the corresponding period of last year, writes Shiraz Sidhu in New Delhi.

Official statistics yesterday showed imports fell 4.05 per cent to \$3.47bn compared with \$3.61bn. The country's trade deficit has fallen to \$6.55bn against \$944.7m last year.

Mr Kamaluddin Ahmed, minister of state for commerce, said the year had "begun on a positive note," adding that the export target of 20 per cent growth in 1993-94 would be feasible.

The parliamentary committee investigating the Rs50bn (£1.05bn) Bombay financial scandal yesterday summoned records of phone calls, visitors' registers, and other documents from the office and residence of Mr P V Narasimha Rao, prime minister, after an allegation by Mr Harshad Mehta, the Bombay stockbroker, the main accused in the scandal, that he had paid Rs10m to Mr Rao.

**I**raqi regime prepares for further US strikes

By Our Middle East Staff

**I**RAQ yesterday began to prepare the public for possible US military attacks, following its refusal to let United Nations weapons inspectors seal off two missile sites west of Baghdad pending installation of remote-control cameras.

Mr Rolf Ekeus, head of the UN weapons inspection team, flew to Bahrain yesterday on his way to Baghdad in what is likely to be the final attempt to persuade Iraq to abide by UN Security Council resolutions.

cial drawing rights, the Fund's internal accounting unit.

IMF officials have already established close links with Vietnam and agreement on an economic policy programme could follow quickly once the country has paid off its arrears. This in turn would allow Vietnam to draw up to SDR12m (£112.15m) from the IMF under a standby financing agreement.

Once money has started to flow into Vietnam from the IMF and the multilateral development banks, the US government will find it difficult to resist pressures from US business to lift its trade embargo.

Although most members of Congress supported the Clinton administration's move to drop US opposition to the clearing of Vietnam's IMF arrears, Mr Robert Smith, a Republican senator from New Hampshire, returned from Hanoi last weekend still convinced by reports that US prisoners of war had been sighted after 1973, when Vietnam said it handed over all prisoners.

## SDP rejects fresh polls in Nigeria

By Paul Adams in Lagos

**N**IGERIA'S Social Democratic party, the apparent victor in an aborted presidential election last month, has refused to take part in a new poll sought by the military government.

On Monday night President Ibrahim Babangida withdrew his offer to let the SDP and the rival National Republican convention form an interim government of unelected civilians and replace his eight-year regime on August 27, the scheduled date for completing the transition to democracy. The NRC has always said it would prefer another election.

Yesterday the government said an interim government would have invited instability. The president used similar reasons to explain annullment of the June election, in which Mr Moshood Abiola, the SDP candidate, was ahead when counting was halted.

A group of leading Nigerian including two ex-heads of state condemned the government's action and demanded that "the Babangida administration be terminated forthwith."

By Our Middle East Staff

The Baghdad newspaper al-Qudsya warned that the US would not hesitate to strike against Iraq again and said the confrontation over the missile test sites was a pretext for attack. Another newspaper, al-Jumhuriya, earlier accused Mr Ekeus of masterminding a conspiracy to broaden the scope of UN resolutions.

Iraq says that under cease-fire accords it can retain missiles with a range of less than 90 miles and denies it intends to use test facilities for developing longer-range weapons.

## Takeshita forced on to the stump

But former prime minister is still the local hero, reports Emiko Terazono



Noboru Takeshita: most voters in his home prefecture of Shimane expect him to be re-elected

speaking in his hometown Shimane dialect, but he also feels the need to justify his past actions and blame the scandals on the media. He defends himself against claims that he had used gangster links to silence an extreme right-wing group which had mounted a "praise to death" campaign against him in 1987 before his elevation to the premiership.

"I couldn't see the Komito (the right-wing group) because they were praising me," he says in front of an audience of more than 20 towns and villages a day, speaking to groups of 30 to 60 supporters.

Mr Takeshita looks relaxed, smiling at the camera. He is wearing a dark suit and glasses. The background is slightly blurred, showing what appears to be a rural setting.

He also tells supporters that

the scandal surrounding the sale of a gold leaf screen, the sale proceeds of which were allegedly given to politicians, including a secretary to Mr Takeshita, was "made up by the media."

After apologising for the "great sorrow caused among his friends back home," he clenches his fist, claiming he has a mission to find the truth behind the scandal.

After nodding in approval, supporters listen intently to Mr Takeshita's recollections of the six summit meetings of the Group of Seven leading industrial nations he attended as finance

minister or prime minister.

"I have many friends abroad," he says, stressing his role as an elder statesman. Mr Takeshita expresses his concern for the environment, implying that he had proposed the earth summit in Rio last year.

He does not fail to add his support to political reform. "It's the sign of the times and I'd like to contribute what I can through my experience as a politician," he says.

After the 30-minute speech, Mr Takeshita leaves the modern village hall in the middle of the rice paddies.

"It's the media's fault that

## Quake overshadows Japanese poll

Miyazawa views damage and pledges aid, reports Michiyo Nakamoto

**M**RI KICHI Miyazawa, the Japanese prime minister, yesterday flew in to Hakodate on the northern island of Hokkaido to survey nearby damage caused by a strong earthquake and subsequent tidal waves which together claimed 61 lives.

Mr Miyazawa, who arrived after campaigning in Nagoya in central Japan for Sunday's general election, had earlier reassured the country that the government would act immediately to assist those affected. Interrupting saturation media coverage of the national election campaign were pictures of smouldering towns and television footage of houses adrift in the ocean.

The earthquake off the shore of northern Japan, which registered 7.8 on the Richter scale, was the largest to hit the country since an earthquake of similar magnitude off

the Sea of Japan 10 years ago. Tidal waves reaching up to five metres hit Hokkaido as well as the coasts of 10 prefectures in northern Japan, causing extensive damage to local fishing villages and

that the danger remained of an after-shock of a magnitude of 6 hitting the region within a month.

On Okushiri island, close to the earthquake's epicentre, houses continued to burn last night. More than 300 houses caught fire in the Aomae area of Okushiri alone and a cliff buried a nearby hotel within seconds of collapsing.

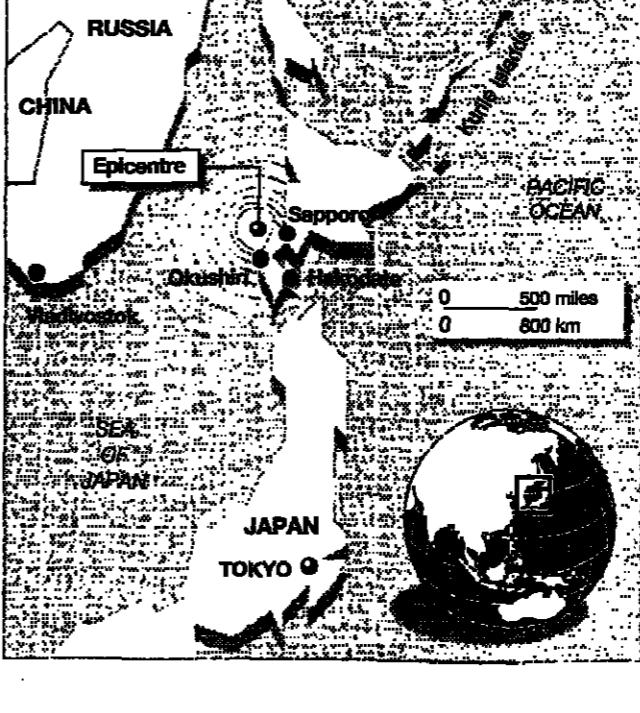
Residents of Okushiri were moved to a local school and 100 Self Defence Force military personnel were flown in to distribute fresh water and food and help in the rescue.

The damage done to towns in Hokkaido is bound to raise fears in Tokyo of a severe

earthquake hitting the area in the near future. The Kanto plains, where Tokyo is located, were devastated by a quake in 1923 and studies suggest that another could occur in the not too distant future.

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earthquake hitting the area in the near future. The Kanto plains, where Tokyo is located, were devastated by a quake in 1923 and studies suggest that another could occur in the not too distant future.



## Cambodia guerrillas in peace gesture to rivals

**K**HMER ROUGE guerrillas are willing to join Cambodia's new national army to try to bring peace to the country, according to Mr Khieu Samphan, the faction's president. Reuter reports from Phnom Penh.

He also told reporters that Prince Norodom Sihanouk, the head of state, had offered the Khmer Rouge ministerial posts in the new government.

"We have proposed to establish a quadripartite army so as to avoid clashes and confrontation on the military field," he said after talks with the United Nations military commander and the deputy peacekeeping chief.

"We see it as the only way to solve and avoid clashes and confrontation."

A diplomat warned, however, that the Khmer Rouge may be putting a rosier glow on its new-found friendship with the government than was warranted.

"It sounds as though only one concession has come out," he said.

But he noted with concern that the Maoist group's willingness to join a united army did not mean it would give up the 15 per cent of Cambodia that it now controls, or even allow free access to the areas.

The hardline Khmer Rouge fields 10,000 to 15,000 guerrilla fighters.

About 100 of them last Wednesday attacked government troops and overran the 12th century temple they were guarding near the country's northern border with Thailand.

Mr Khieu Samphan returned to Phnom Penh yesterday after an absence of three months and went straight into a meeting with Prince Norodom Ranariddh, joint leader of the interim power-sharing government.

The prince told him that Cambodia's head of state "has in mind to give us some ministerial posts," Mr Khieu Samphan said.

"If that is the case, we will accept with pleasure in the spirit of national reconciliation."

He added, however, that the Khmer Rouge sought a role as advisers rather than cabinet posts.

The US has said it would have difficulty supporting a government that included the Khmer Rouge.

The 3½-year Khmer Rouge rule claimed 1m lives until Vietnam invaded in December 1978 to oust the group and install a sympathetic government, led until UN-organised elections in May by the then prime minister Hun Sen.

The Khmer Rouge and two non-communist guerrilla allies waged a civil war against that government until a UN-sponsored peace pact in October 1991 that led to the elections.

The Khmer Rouge later abandoned the peace agreement. It boycotted the polls narrowly won by Ranariddh's royalist party, their civil war ally.

The diplomat noted that the guerrilla leader had not met Hun Sen once his most bitter foe and now a co-president in the interim government that will rule until elected representatives can write a new constitution.

## NEWS: UK

# Regulator warns of huge costs of cleaner water

By David Lascelles,  
Resources Editor

THE water industry regulator advised the government yesterday to delay the timetable for cleaning up the UK water supply or risk seeing big increases in household water bills.

In a report to ministers entitled "Paying for quality: the political perspective", Mr Ian Byatt said Britain's water quality obligations were placing enormous costs on the water

industry which would have to be passed on to the consumer.

If all the obligations were met they could add £54 to the typical household bill across England and Wales in the five years from 1995, and a further £23 in the five years after that.

That would amount to an annual increase of five per cent in real terms.

"I do not believe that customers would want to see their water bills rising at this rate," he said. "Domestic customers

have already suffered a squeeze in their incomes. Business customers competing in difficult markets may be hard hit by large increases in water bills and the cost of treating trade effluent."

Mr Byatt singled out EC regulations for placing "an unmanageable burden" on customers. The cost of implementing the urban waste water directive had soared from an original estimate of £2bn to £10bn, he said, and the govern-

ment should consider going to Brussels to negotiate a five-year extension. He believed the UK was not alone in its concerns about EC standards.

Other regulations which could be reviewed include those on drinking water, sewage disposal, run off of fertilisers, dumping of sludge at sea and the clean-up of bathing beaches.

Mr Byatt stressed that it was "not a matter of going back to the Dark Ages, but of how far

and how fast we proceed".

The report forms part of a long-running campaign by Mr Byatt to hold down costs in the water industry, and deal with mounting public concern about water bills. It is addressed to Mr John Gummer, environment secretary, and Mr John Redwood, Welsh secretary, who will have to decide whether action is warranted.

Mr Tim Yeo, minister at the environment department, said the government would gauge

public reaction and try to respond by early autumn. "This is a helpful report," he said. "It shows that there is an inextricable link between higher standards and prices."

The report was also welcomed by consumer organisations and industrial users. But it was attacked by environmentalists for seeking to postpone the environmental clean-up.

Mr Chris Smith, the Labour opposition's environment spokesman, said it was misdi-

rected. "Where pollution can not be prevented, it should be the polluter and not the water consumer who pays to remove it," he said.

The report updates a paper produced last year by Mr Byatt and forms part of the consultation ahead of new water price controls due to be introduced in 1995 and run to the end of the century.

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## Corporate dinosaurs give way to youngsters

By Lucy Kellaway

THE traditional British boss, famed for being poorly educated, elderly and insular, is being pushed aside by a younger generation of better qualified managers.

A survey by Korn-Ferry, international headhunters of the boards of British companies says a "transformation" is taking place in the education of British managers.

The survey, taken from the Times 1000 companies, shows almost 80 per cent of top executives at companies with a turnover of more than £250m were under 55, and 40 per cent were under 50.

Fewer of the younger managers had been promoted from within, compared with older ones, and almost half had been in their jobs for less than five years.

Of younger directors, 27 per cent could speak at least one language in addition to English, compared with only 15 per cent for directors between 50 and 55. Two thirds of those under 50 had degrees, compared with less than half of the older group. Among top executives in companies with turnover exceeding £1bn, 12 per cent have an MBA, more than twice as many as last year.

Mr George Bain, president of London Business School, said: "People have always said that the British manager lacks quality as he doesn't have the same training as his competitors and is insular. These figures begin to suggest that that is changing."

Mr Michael Brandon, author of the report, said pressure exerted by the recession had helped to promote younger managers, and the explosive growth in MBAs and management consultancies had made management a more attractive career for young people.

"Gone are the days when you could complain that the country's best talents were not interested in business careers", he said. He said the change was part of a general move towards a better educated society and to the expansion in university education since the 1960s.

This is the first time that the Korn-Ferry study, which is in its 14th year, has looked at the changing background of directors by generation. Comparable figures from the mid 1970s show that only one third of top managers had degrees.

The survey also found that British companies were bowing to pressure from shareholders and their peers to split the roles of chairman and chief executive.

Only 15 per cent of the companies surveyed still combined the roles, compared with 25 per cent a year ago.

## Prime minister opts for open Sunday trading

By Neil Buckley  
and Ralph Atkins

MR JOHN Major yesterday gave his backing to Sunday trading, in spite of warnings by the opposition Labour party that legislation allowing stores to open seven days a week could fail without extra protection for shopworkers.

As the Home Office unveiled four options from which MPs will choose, the prime minister shrugged off the threat that the government will not win the support of enough MPs to reform Britain's widely-flouted Sunday trading laws.

MPs will have a free vote in the new session of parliament in the autumn on which of the options in its bill will form the basis of new legislation.

But the government annoyed Labour MPs and the campaign groups whose proposals would allow all shops to open at any time.

• **Limited opening**, based on KSSC proposals, which would close the majority of shops on Sundays, but would allow small shops and certain categories of large shops, including DIY shops and garden centres, to open.

• **Partial deregulation**, based on SFRC proposals, allowing smaller shops to open at any time, but larger shops to open only six hours.

• **Full deregulation**, allowing all shops to open at any time.

• **Open all day**, based on KSSC proposals, which would close the majority of shops on Sundays, but would allow small shops and certain categories of large shops, including DIY shops and garden centres, to open.

Despite the government's desire to clarify Sunday trading laws, Mr Michael Howard, home secretary, admitted it was "quite possible" that none of the options would win a majority in parliament.

section and for double pay for Sunday working. He warned his group could not support any reform of the law without worker protection.

Baroness Margaret Jay, chairman of the Shopping Hours Reform Council (SFRC), which supports partial deregulation, said she was "not happy with the government's bill as it stands. I think we need much more detail on shopworker protection."

Downing Street said Mr Major would vote for total deregulation. The four options are:

• **Total deregulation**, allowing all shops to open at any time.

• **Partial deregulation**, based on SFRC proposals, allowing smaller shops to open at any time, but larger shops to open only six hours.

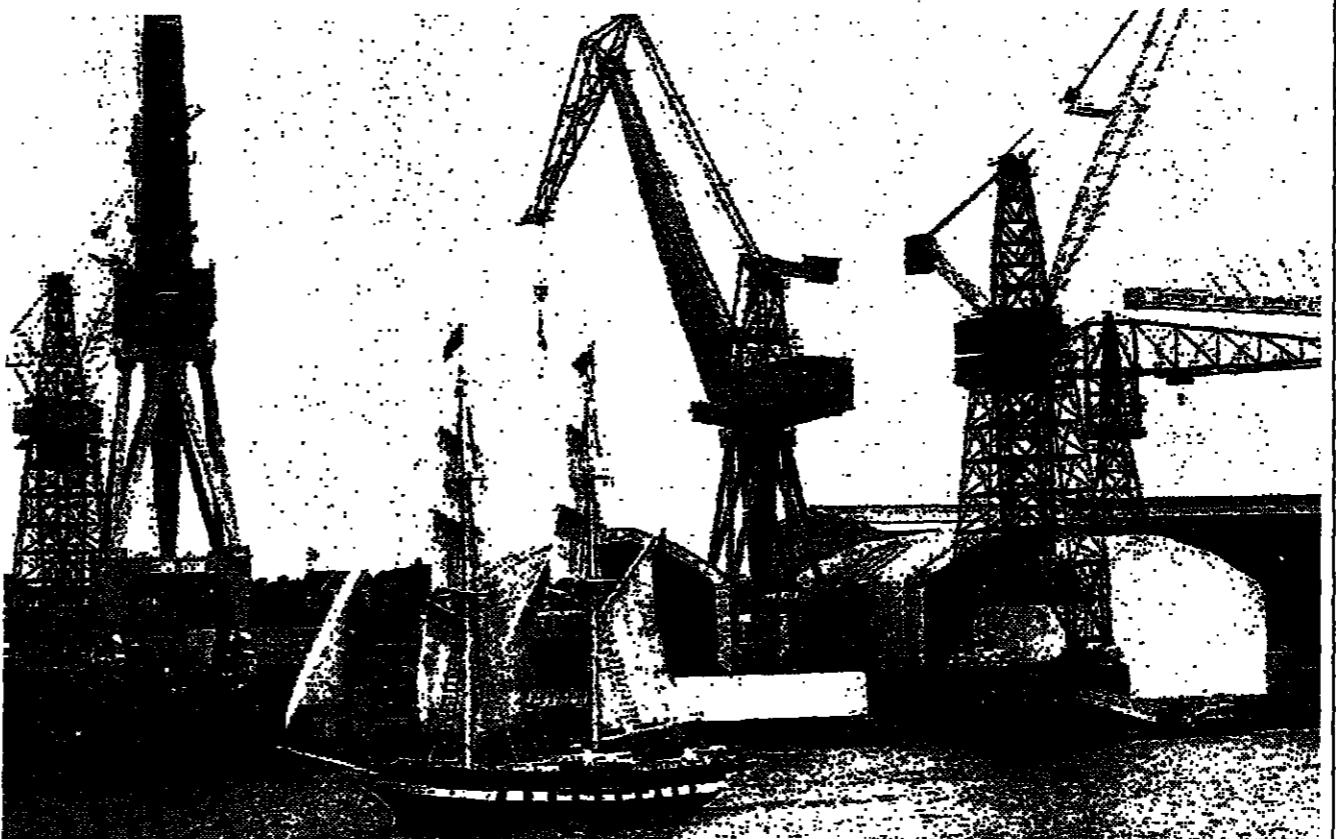
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Mr Michael Schluter, director of the Keen Sunday Shopping Campaign (KSSC), which supports only limited Sunday opening, said the government had broken its promise to give a "full and fair representation" of each campaign group's proposed options by excluding their demand for full employee protection.

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The threatened Swan Hunter shipyard on the River Tyne in Newcastle provides a backdrop for a sailing ship making its way up river to prepare for the Tall Ships race this weekend. Union leaders at Swan Hunter, which is in receivership, wrote yesterday to eight companies they believe may be interested in buying the yard, pledging the workforce's commitment to its survival. Recipients include German-based shipbuilder Bremer Vulkan and Norwegian-owned Kvaerner, owner of the Clydeside Govan yard in Scotland.

## Clarke hopes to improve German links

By Peter Norman,  
Economics Editor

MR KENNETH CLARKE, chancellor of the exchequer, will next week move to strengthen economic relations between Britain and Germany with a visit to Frankfurt and Munich.

During the two-day visit, his first to Germany as chancellor, Mr Clarke hopes to smooth over any residual tensions

between the Treasury and Bundesbank. UK officials said yesterday.

Mr Clarke will meet industrialists and bankers in Frankfurt on Sunday, lunch with Mr Hans Tietmeyer, Bundesbank president-designate, on Monday and meet Mr Theo Waigel, German finance minister, in his home city of Munich later that day.

In Munich, the chancellor will give a speech that is

expected to develop the UK's ideas for improving Europe's international competitiveness through supply side policies.

UK officials played down suggestions that the chancellor would be pushing for German interest rate cuts. But while Mr Clarke's trip may lack a specific policy goal, it will mark a notable change of style from that of Mr Norman Lamont, his predecessor.

Mr Lamont, a Euro-sceptic,

made no secret of his lack of enthusiasm for meeting European finance ministers and his antipathy for the German Bundesbank in the run-up to Britain's withdrawal from the exchange rate mechanism.

Mr Clarke's meeting with Mr Waigel will be his third in a fortnight, after talks with the German minister in Tokyo last week and Monday's economic and finance ministers' council in Brussels.

## Vulnerable Major exposed by Maastricht battle

Philip Stephens examines the hurdles facing Britain's prime minister

will recognise the inherent contradiction of an unelected chamber demanding the people should decide.

If they do not, the prime minister's battered reputation will take another severe knock. Ratification would be further delayed. But eventually, the House of Commons, which has already voted overwhelmingly against a referendum, would overturn the Lords.

The second, more serious, threat lies in the subsequent vote by MPs – scheduled before the end of July – on the social chapter. Here we hit the legal technicalities. But it is important they are understood because this vote might (and the conditional tense is important) wound Mr Major fatally.

During the spring an unhappy alliance of opposition parties and Tory Eurosceptics forced through an amendment related to Britain's opt-out from the

treaty's social provisions.

The amendment states that final ratification – the physical transfer of the legal instruments to Rome – can take place only after MPs and peers have voted on the wisdom or otherwise of the opt-out. It does not specify that MPs must support the deal negotiated by Mr Major. Merely that a vote must take place on a motion proposed by the government after the bill has become an act.

The trap lies in another amendment being framed by the opposition Labour party. In essence the new amendment, on which MPs will vote alongside the government motion, will say this: even though Maastricht has been enacted, the treaty itself should not be ratified unless the opt-out is scrapped.

We are back to the unhappy alliance. Labour is drafting the

change in close consultation with the Tory sceptics. If the opposition can persuade a dozen or so rebels to join them then Mr Major could be defeated.

**T**he sceptics, of course, do not want the social chapter. But some of the diehards see in it a last chance to wreck the whole process. After all, Mr Major has declared he could never abandon the opt-out.

So in the event of a government defeat Mr John Smith would demand the prime minister embrace the social chapter while the sceptics – including perhaps one or two in the cabinet – would insist he abandon the entire treaty.

Of course it is not that simple. It is possible that Mr Major could simply ignore the vote and complete the ratification process regardless. It would be

messy – and probably subject to later judicial challenge – but better than leaving Britain isolated in Europe.

Politics though might count for much more than legal sophistry. It is far from clear he could survive such a blow to his authority. Whatever the advice of the lawyers, however perverse the motivation of some Tory MPs, it might be impossible to ignore the expressed will of parliament.

All these issues were discussed in detail by the prime minister and his most senior colleagues yesterday. They concluded on tactical grounds not to disclose their intentions in advance of the social chapter debate.

Perhaps they have a master plan, overlooked so far by their opponents. More likely they believe that uncertainty offers the best chance of unnerving the Tory sceptics.

## Eleco snaps up Callaghan as its chief executive

Eleco, the building products, contracting and distribution company, has replaced its former chief executive 41-year-old Michael Webster, who had been in the position for the past six years, with Australian-born Peter Callaghan.

Chairman Field Walton explains: "We had some rather dreadful interim results, which had concerned the whole board." In February, the company reported a £2.21m loss for second half 1992.

Together with two recently appointed non-executives, Walton says he approached the executive management and explained that he expected to see changes. "It was the style of management more than anything else. The approach had worked very well for acquiring businesses. But the new acquisitions tended to have been treated as investments. The recessionary climate demanded more hands-on management."

Of Callaghan, he says: "It is amazing he has not been snapped up before now."

adding that he is "very user-friendly and has a good sense of humour". His "hands-on" management abilities, Walton believes, were demonstrated at Camford Engineering, where he was co-opted as deputy chairman by Mark Heath Securities to turn round the automotive components manufacturer before selling it on to Hoesch.

It is understood, Callaghan was offered a job by Hoesch both at its German headquarters and in Houston, within its American operation, but that he had declined. For the past 18 months he has been doing corporate advisory work.

A production engineer by training, 42-year-old Callaghan also studied business administration in the early 1980s at the New South Wales Institute of Technology – where, coincidentally, Walton had once been offered a teaching post. He then worked for Australian resources company Peko Walenski before moving to Natcorp Investments where he was operations director.

Logica, the computing services company, is strengthening its senior management by promoting David Mann into the new position of deputy chairman, and bringing in Martin Read (right) as the next managing director and chief executive.

Paul Bossonnet, who took over when Logica's founder Philip Hughes stepped down in 1990, says that, unlike Hughes, he is a part-time chairman "with the accent very much on the part-time". This means that he has "had very little involvement with customers". Hence Mann, who has been at Logica since 1988, will be able to devote more time to customers and industry partners now he is freed of day-to-day management responsibilities.

Meanwhile, 43-year-old Read has been headhunted from GEC-Marconi. Appointed managing director of Marconi Command and Control Systems in 1989, he was then made managing director of Marconi Radar and Control Systems in the early 1991 merger with Marconi Radar. In the following year he also took on the supervisory managing directorship of the

newly formed GEC Marconi Research Centre. This year he collected similar roles at GEC Computer Services and GEC-Marconi Software Systems, an accumulation of extra responsibilities that Bossonnet calls "very encouraging".

"We were looking for some body who did not replicate everything we already had inside Logica," says the chairman. "He is not unfamiliar with software and he has enough educational background to understand our busi-

ness." Read has a natural sciences degree from Cambridge and an Oxford DPhil in physics. He is also expected to inject more than a whiff of his previous employer. "Coming from GEC he is a little more hard-nosed and commercially-oriented: we inevitably start from our interest in technology," says Bossonnet.

However, despite holding down international management positions for Overseas Containers and International Paint before joining GEC-Marconi in 1988, he has no real operating experience in the US, where Logica continues to experience difficulties. "If you compile a list of all the attributes you want, rule yourself and everybody else out," Bossonnet says philosophically. While Read becomes boss of a publicly listed company, Logica, which employs 3,300 people and has annual sales of £200m, is considerably smaller than the outfit he has been running. Marconi Radar and Control Systems alone sees a turnover of £310m and has more than 4,000 employees.

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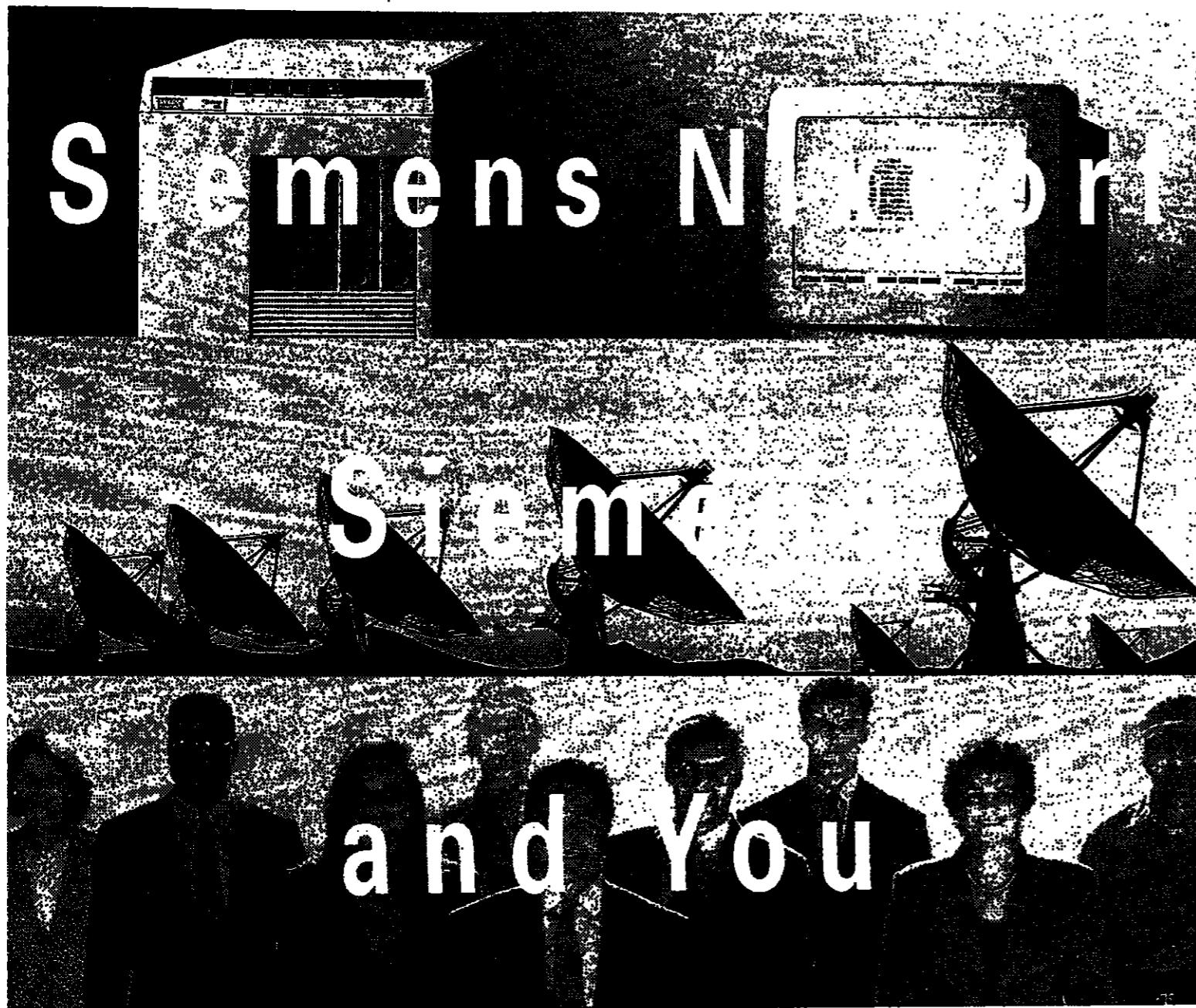
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**SIEMENS**  
**NIXDORF**

INFORMATION TECHNOLOGY

# IT-WORLD NEWS



Example of synergy in telephone billing

## Bangkok: Hot billing a hit at the Telephone Organisation of Thailand.

To ensure first-class service to its customers, the Telephone Organisation of Thailand (TOT) has decided to utilize "Synergy at work", by combining the Siemens Digital Public Switching System EWSD with a SINIX® computer with RISC-architecture from the Siemens Nixdorf Group. The company has installed Siemens' EWSD digital switching system which puts through several million phone calls every day, as well as recording charging units. "Synergy at work" then provides instant telephone billing at the company's branches, through direct connection of Siemens Nixdorf high-speed SINIX computers to the EWSD, and a link to the account printer at TOT branches. Via the EWSD system, the computer is immediately informed of the duration of a public telephone call made by a TOT client. It calculates the units and charges, and prints out the account in Thai script. The advantage for the client is that it is no longer necessary to wait for the clerk on duty to read the charge meter, look in the rate list and calculate the charge. Instead, the entire transaction ope-



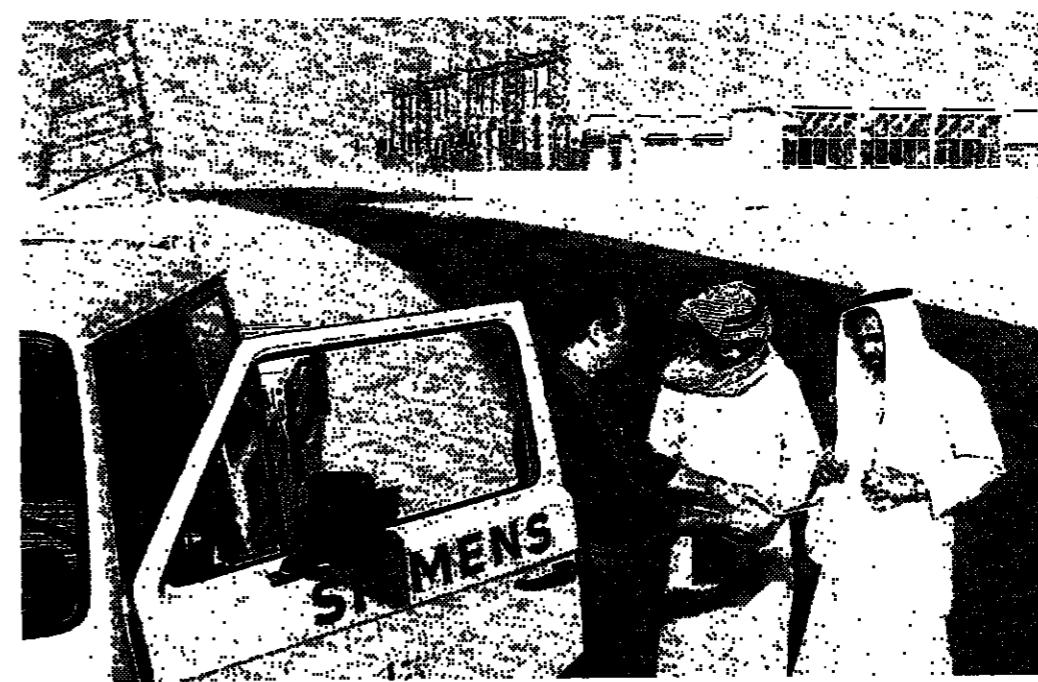
rates in synergy between the EWSD system and the SINIX computer – from tariff determination right through to hot billing printout. The client then only has to go to the counter and pay, and retains the hot billing printout as a receipt.

Synergy between partners, drawing on the huge potential of Siemens AG for performance capacity far beyond the reach of Siemens Nixdorf on its own, and working with clients to plan and develop the final product: integrated solutions, from central servers in administration to process control computers in the factory – solutions which can only be provided by Siemens Nixdorf working with Siemens AG's plant, transport and automation technology divisions and public and private networks. From "Computer Integrated Railroading" – the computer-supported control and supervision of rail movements at the Munich North shunting yards – to the integration of diverse computer and database systems for a more efficient construction and redevelopment strategy at Horsham – planned by Siemens and carried out by Siemens Nixdorf. The achievements of "Synergy at work" worldwide translate into benefits for clients in every sector, from BMW to national energy suppliers such as MEW Kuwait. See this new issue of IT World News for more details.

Synergy at work  
with Siemens AG

Example of synergy in power supply

## Kuwait: From high voltage network to data network "Synergy at work" covers the lot.



The Kuwait Ministry of Electricity and Water (MEW) is investing 130 million DM to bring itself right up to date in terms of monitoring and controlling the power station operation together with the 300/132 kV high voltage network. The aim is to create an integrated mains supply technology within 36 months, thereby making the power supply more reliable and more efficient. Siemens is providing the mains technology – using SINAUT Spectrum. Combined with this is Siemens Nixdorf's latest computer technology – workstations with SINCAL SINIX software, and PCs for office automation, as well as intelligent expert systems for troubleshooting in the event of system failures. SINCAL provides comprehensive network planning, calculation and analysis – data from the power stations and substations is transmitted, processed by the computer system and displayed on screen as compressed graphical information. Using this information, the power station operation can be perfectly coordinated and the electricity network economically operated – through optimal load distribution. As well as updating the mains technology, MEW's communications transmission network in Kuwait will also be upgraded and modified.

# SIEMENS NIXDORF



Example of synergy in city administration

## Munich: Digital networks for closer links with the community.

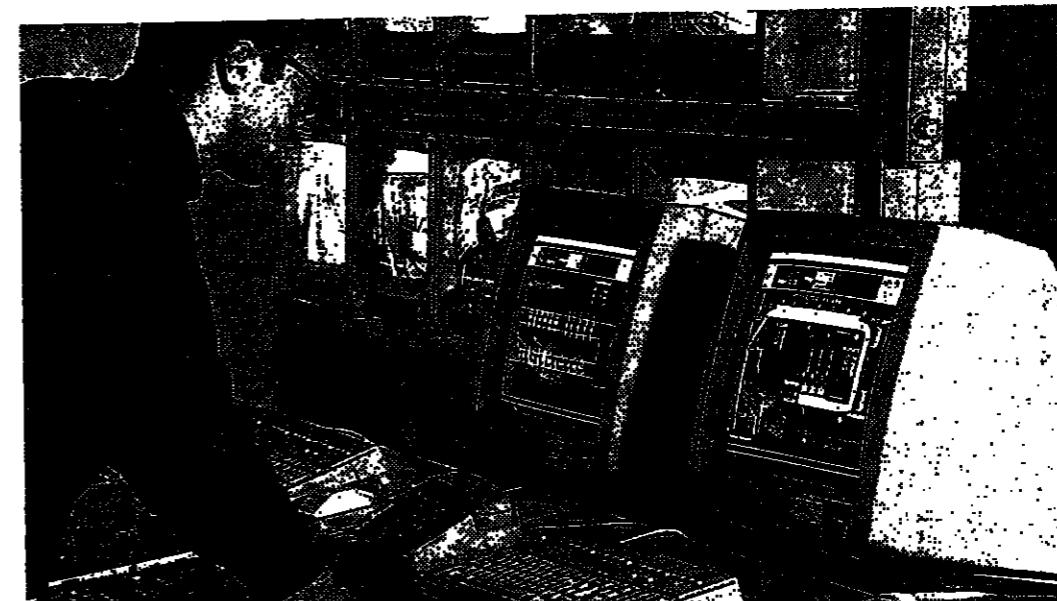
Siemens and Siemens Nixdorf are bringing Munich's City Administration into the hi-tech age, using an integrated data and telecommunications solution. An ISDN digital telephone network will also provide the means for rapid handling of documents and information, using Siemens Hicom telephones with Siemens Nixdorf PCs and SINIX computers. The aim of this networking is to establish a modern client-server link connected to BS2000 mainframes. All PCs will run the

Siemens Nixdorf OCIS office solution, under the ComfoDesk graphical user interface. The result will be a complete solution linking 10,400 workstations on 250 sites into an in-house network. At the same time, the Administration's various offices, in many cases in buildings protected by preservation orders, will be spared costly cablework - ISDN provides rapid data transmission simply by using existing telephone lines. Text and graphics can be transferred within seconds. The system also takes care of time man-

agement: a central timetable stores appointment times for all parts of the Administration and facilitates the organisation of meetings. The rate at which enquiries are handled and tasks processed is markedly increased. Slow postal and internal deliveries are "out", with correspondence being sent by electronic mail via ISDN. This saves time and money, and draws the Munich City Administration much closer to the community it serves.

Example of synergy in freight logistics

## Bonn: Billion DM high-tech package for Deutsche Bundespost.

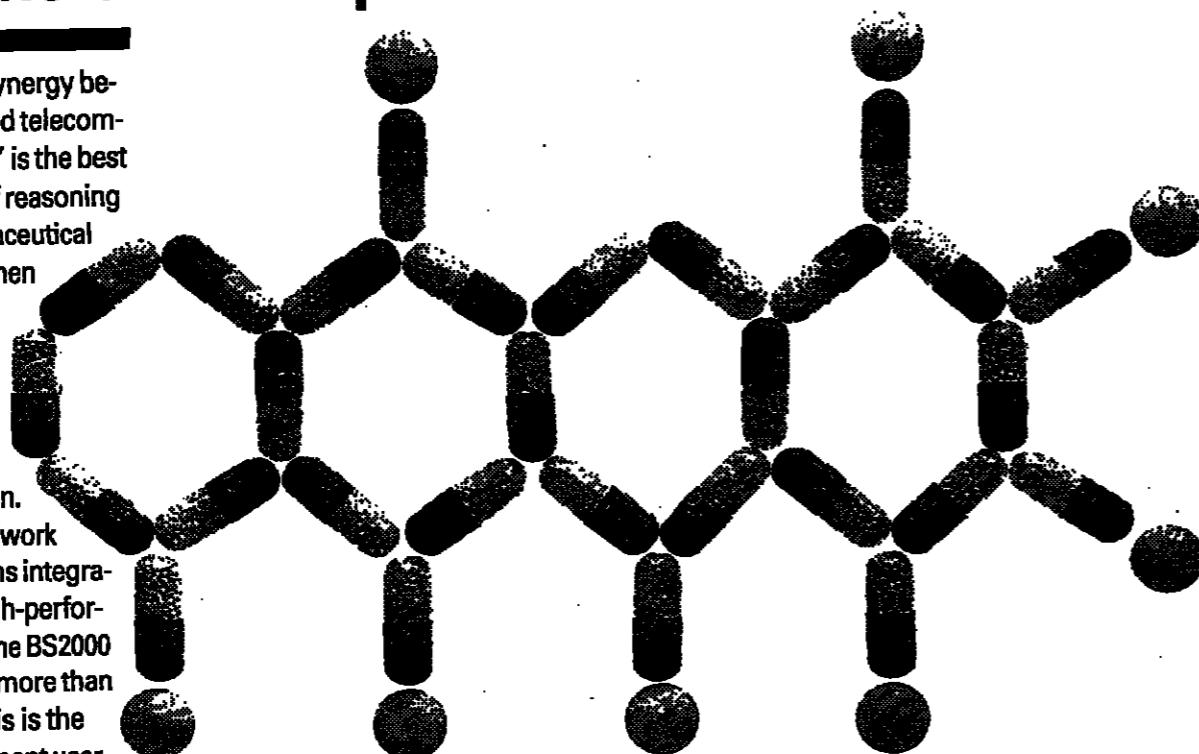


With 33 new parcel post centres throughout Germany, Deutsche Bundespost has adopted a forward-looking concept for freight movement: parcel delivery within 24 hours is to become the standard. The Automation Division of Siemens AG is the main contractor for all the operational management technology at the parcel post centres. Under a 1.2 billion DM high-tech package, Siemens AG will provide the sorting and distribution systems and the automation technology, calling on Siemens Nixdorf for computer technology. The extent of this project can be seen at the first parcel post centre at Hagen-Fley. A Siemens Nixdorf MX300 coding host computer with specially developed software and connected PC coding workstations is used to ensure correct distribution of the parcels. Each parcel is marked with a barcode bearing all the information on its destination and route. A barcode reader connected to a Siemens SIMATIC control system reads

Example of synergy in pharmaceuticals

## Ulm: "ICCS" Merckle-ratiopharm's new success formula.

When you're dealing with the synergy between data communications and telecommunications, "Synergy at work" is the best prescription. This was the line of reasoning followed by the German pharmaceutical company Merckle-ratiopharm when it commissioned Siemens and Siemens Nixdorf. The company wanted a completely new network infrastructure to optimise the flow of management, production and logistics information. Siemens Nixdorf did the groundwork - as main contractor and systems integrator. The company installed a high-performance H90 host running under the BS2000 operating system and linked to more than 300 workstations. Added to this is the R/2 modular business management user software from SAP AG, Siemens Nixdorf's partner - with modules ranging from financial accounting to material control. The first joint project with Siemens was warehouse control. For this operation, Siemens' MOLAX modular stores management system was installed on Siemens Nixdorf SINIX open systems computers. Integrated with R/2, MOLAX gives Merckle-ratiopharm rapid goods distribution and control for the 30,000 pallet spaces available. To link the most

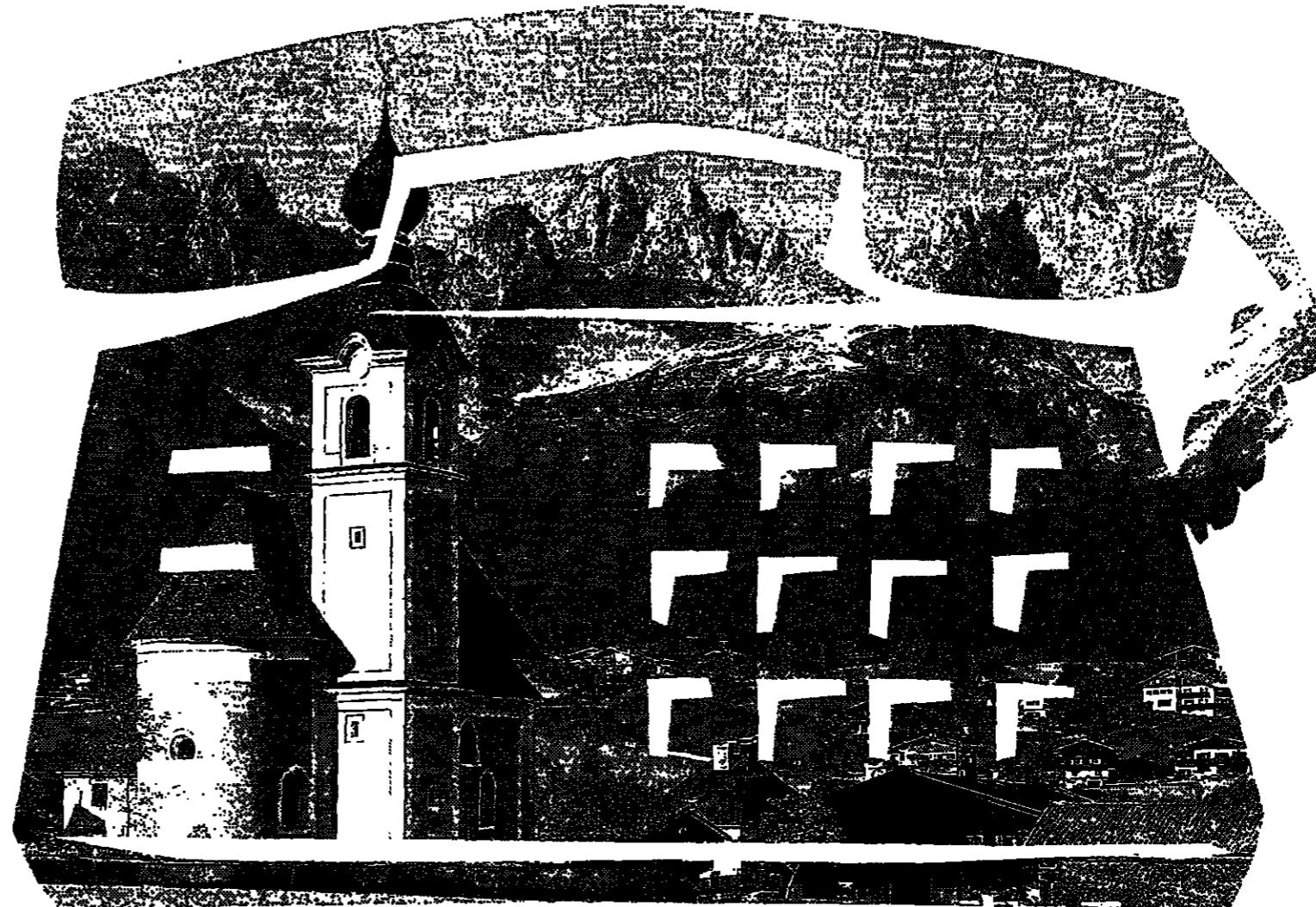
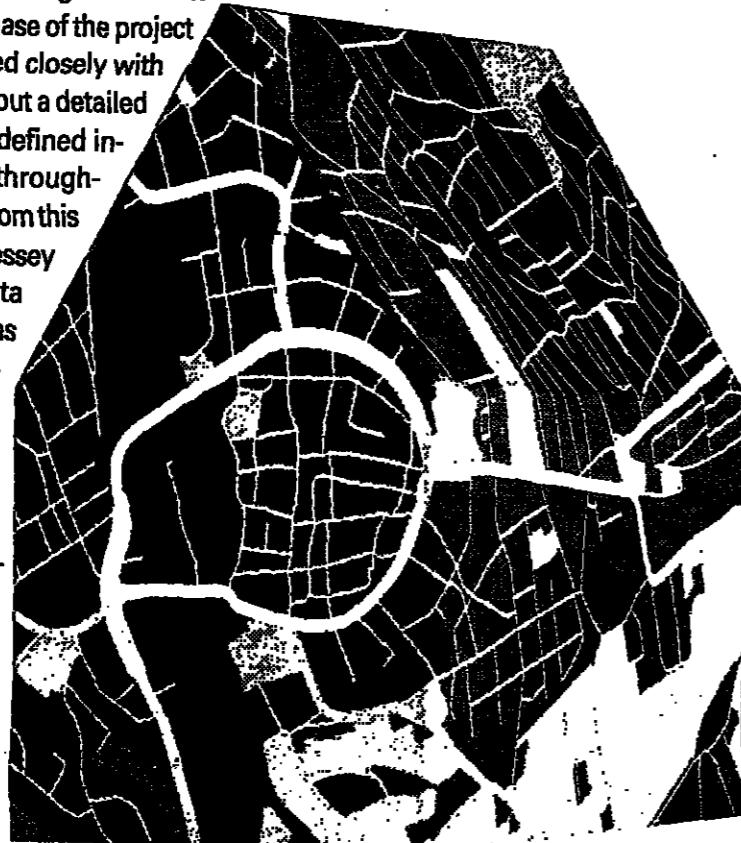


modern telecommunications technology into the data network, Siemens AG installed a comprehensive network: the "Integrated Communications Cabling System" (ICCS), which operates over open industry and standard interfaces, integrating available installations and reducing cable quantity to a minimum. The result is that all the firm's factories can easily communicate with each other, computer to computer or telephone to computer. All via a single communications port.

Horsham  
town plan  
system.

Example of synergy in public administration  
**Horsham District Council bases town planning on a geo-information system.**

Horsham is located just 40 kilometres from London and has to cope with the challenges of being a successful and growing town close to a metropolis. To deal with the constantly changing needs in housing and business re-developments, Horsham District Council has implemented one of the UK's most ambitious local government IT projects. In the first phase of the project Siemens Plessey worked closely with the Council and carried out a detailed employee survey that defined information "workflow" throughout the organisation. From this information Siemens Plessey created a corporate data model (CDM), which was used to develop a blueprint for the efficient running of the Council and to inform future IT implementations. In the second phase of the project Siemens Nixdorf used the CDM information to advise its installation of an advanced geo-information system in the Council's planning department. SICAD was implemented on a mainframe as well as on four UNIX® and three PC workstations. Around 700 Ordnance Survey maps for the Horsham region were fed into the system. A further 300 sets of maps on statutory building restriction building records were also added. SICAD will soon also be accessible on an existing property, geographical and historical databank, and via a registration system. With this databank, Horsham's council personnel can respond quickly and in detail to enquiries on building approvals, for example when they deal with environmental, legal or historical enquiries. For this, SICAD data will be retrieved via networked computers and assembled in the appropriate format. The information is then transmitted back and forth between the appropriate departments - without the need to struggle through a jungle of papers and maps, or having to spend hours searching through archive material. According to Martin Pearson, Horsham's Chief Executive Officer and prime initiator of the IT project: "With Siemens Nixdorf's geo-information system, we have access to a huge volume of information of benefit to all sectors of the community."

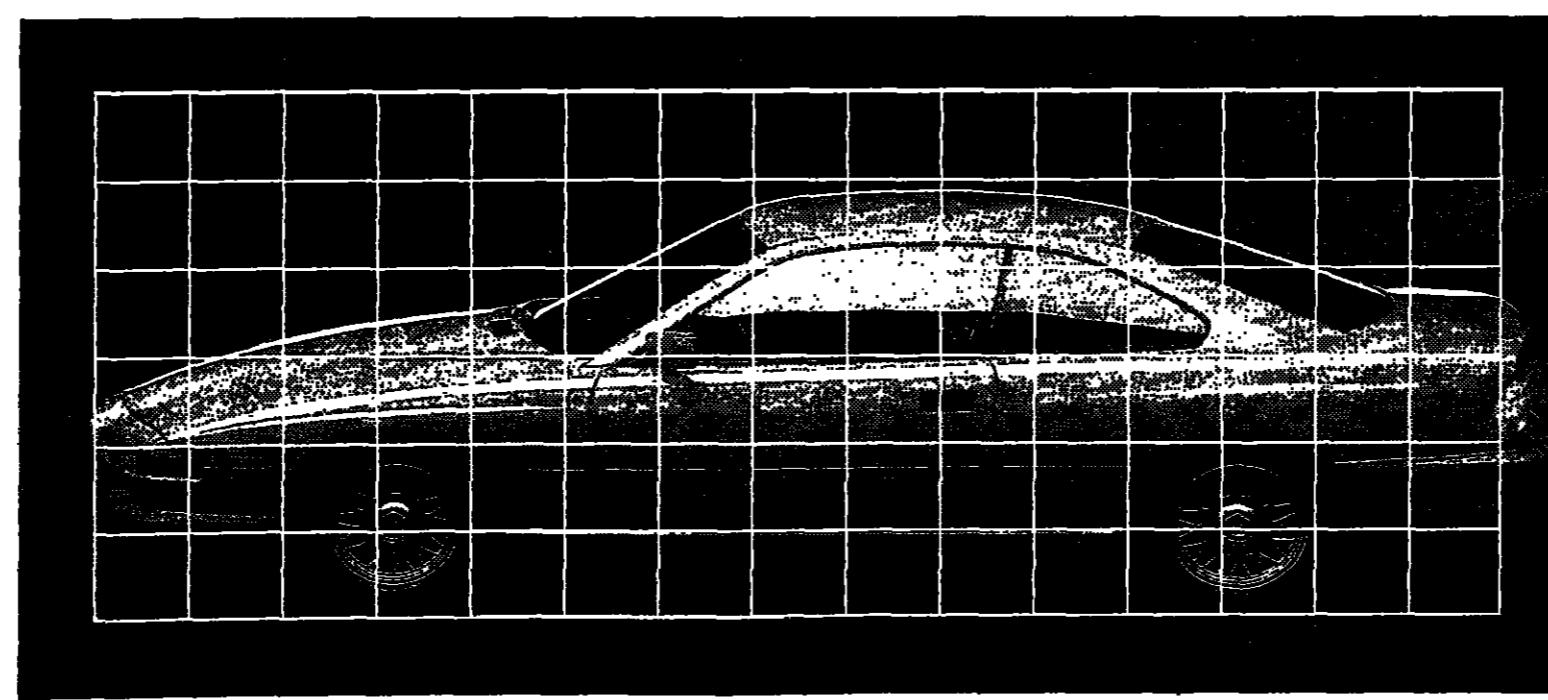


Example of synergy in telecommunications  
**Vienna: Austrian Post opts for the direct line between Siemens and Siemens Nixdorf.**

Digital telephone operation from Siemens - service, management and maintenance from Siemens Nixdorf. For the Austrian Post Office and Telegraph Administration (ÖPTV) this is the ideal combination to bring a new level of efficiency into telecommunications. The OES-E digital telephone network for most of Austria has been controlled by Siemens' EWSD system since 1985. Siemens Nixdorf now brings extra performance to its operational management. BS2000 computers with the TED subscriber and customer care database, and an extra processor for operation and maintenance of the EWSD system, are the heart of the newly established, multi-functional operations offices. Connected to that are the workplaces and the telecommunications installations at the operations offices. Siemens EWSD systems in the exchanges, plus data connections to the ÖPTV computer centre. The synergy effect is demonstrated by employees in the operations offices being able to receive notification of faults in the telephone network via the Siemens Nixdorf and Siemens system connection, and to process them directly. The line operation, for example, can be checked from the BS2000 computer at the touch of a few keys. All the telephone subscribers can be managed via the data base. If, for example, a new connection is requested,

the telephone number connection details are entered on the data base by the operator. The BS2000 computer then commands the EWSD system to make the line available. Charging details from the EWSD system are transferred to the BS2000 computer once a day and then conveyed in their processed form to the ÖPTV computer center for invoicing. As well as achieving new levels of cost effectiveness in network operation, ÖPTV, working with Siemens and Siemens Nixdorf, is setting new standards of technology for telecommunications in Europe.

Example of synergy in the automobile industry  
**Munich: "Synergy at work" running in top gear at BMW Customer Service.**



Ever safer, ever more efficient, ever closer to perfection - but as sophisticated as today's automobile technology may be, its maintenance is placing ever greater demands on mechanics and their equipment. For example, for accurate diagnosis of faults within the complex control systems of BMWs, the standard workshop equipment has been inadequate to the task. So the Bavarian car manufacturer has ordered "Synergy at work", combining Siemens'

latest automation systems and Siemens Nixdorf's information technology for servicing the latest automobile technology. TESTER, the diagnostics system from Siemens, immediately pinpoints problem areas on the vehicle. TIS, Siemens Nixdorf's technical information system, provides efficient back-up for maintenance and service. As an electronic workshop manual using CD-ROM, TIS not only reduces the flood of paper to a minimum; it also provides BMW service technicians with all the information they need - from details on the right tool for a particular job to a complete guide to repairs and installation. Both systems are combined in a comprehensive dealer information package with other Siemens Nixdorf components, such as the electronic parts catalogue and business management programs for processing orders and for job planning. "Synergy at work" is running in top gear at BMW, providing a highly organised and efficient customer service.

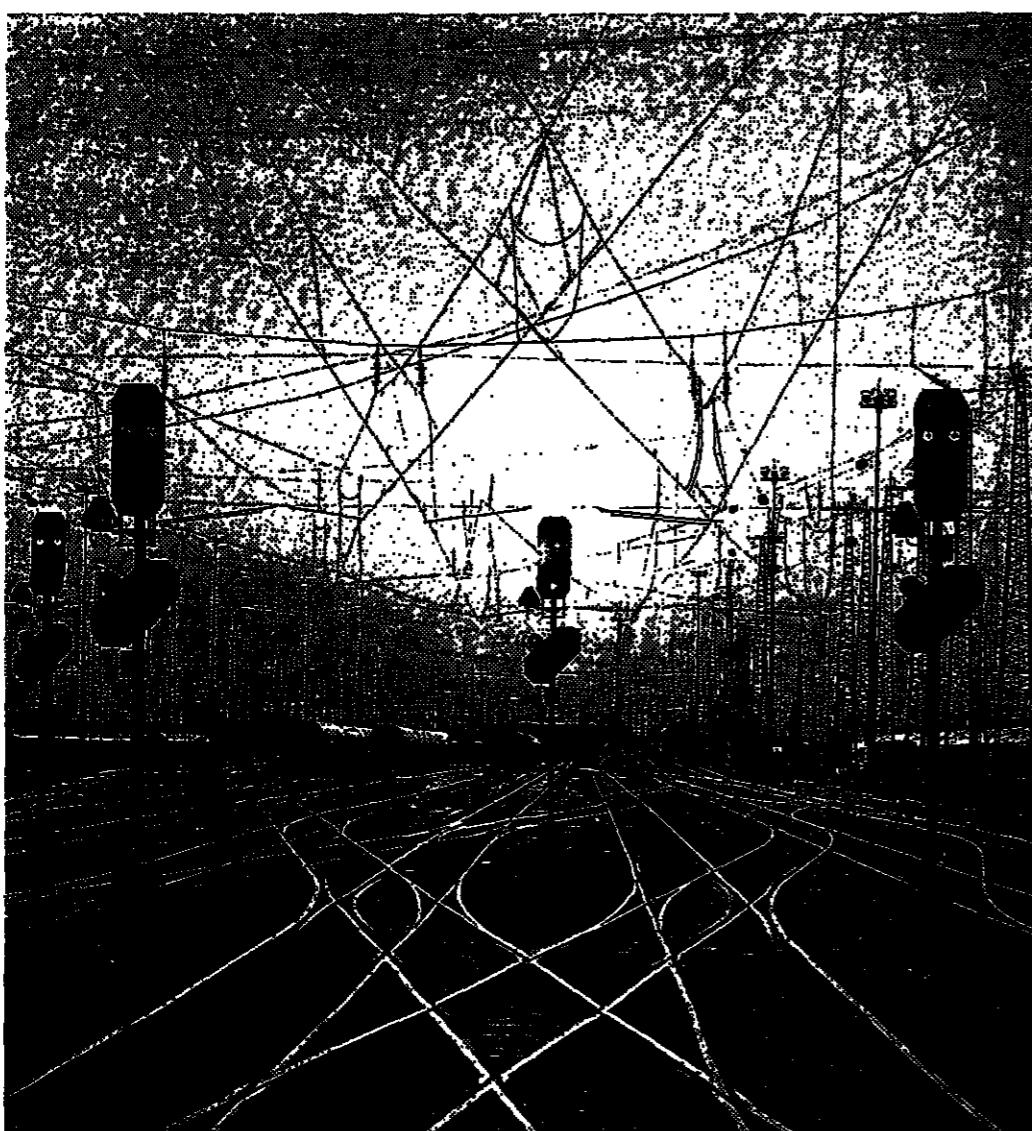
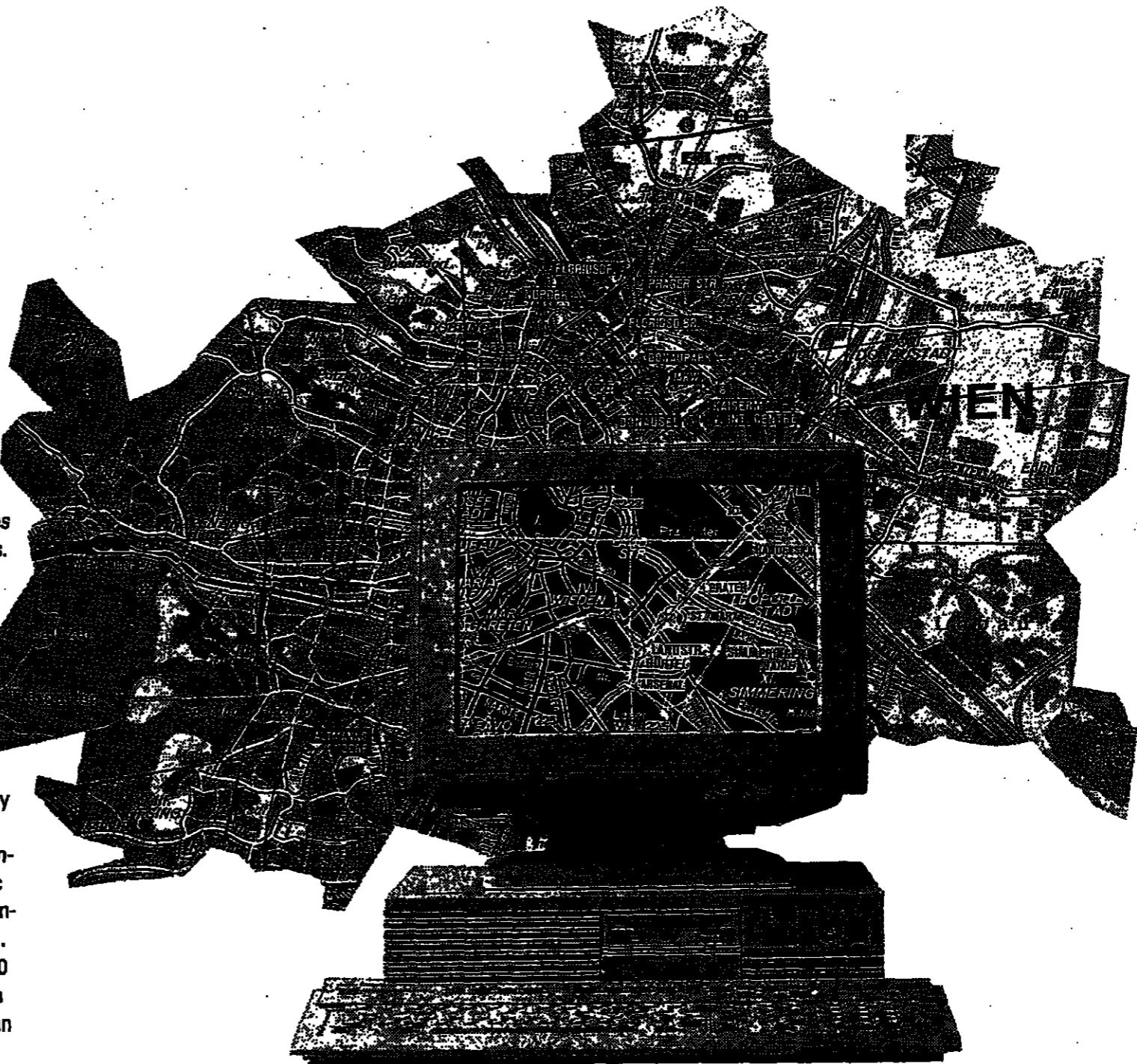
# 10 SIEMENS NIXDORF

Example of synergy in police operations

## Vienna: Better informed and faster on the spot, using Pfeil2000.

In traffic accidents, break-ins and robberies, every second counts, and police operations must be perfectly planned. A technical fault or incorrect information supplied to those running the operation can result in a fiasco and in extreme cases can even cost lives. So, after intensive evaluation of different systems, the Federal Ministry of the Interior ordered "Synergy at work" for the Vienna police force – to establish an integrated operations control system. The hardware and network technology for this system comes from Siemens Nixdorf, and the application comes from Siemens equipment technology. The result is Pfeil2000. The cornerstone of this solution is the Siemens Nixdorf C50-Servers, which are networked with PCs at the operations control headquarters – giving a client-server link which

monitors all communications facilities as well as reports of accidents and break-ins. Pfeil2000 knows straight away where an emergency call has come from or where an alarm button has been pressed. As a further expansion stage, a graphics system will be networked with Pfeil 2000 to aid the police in further operational planning: street maps and building plans will be displayed in a flash. All available resources will then be precisely located and depicted in three-dimensional form via an integrated system of coordinates. Pfeil2000 also records all telegraphic data – so later on the operation can be reconstructed, right down to the smallest detail. The client-server architecture of Pfeil2000 additionally guarantees maximum system availability: if one computer fails, another can immediately take over.



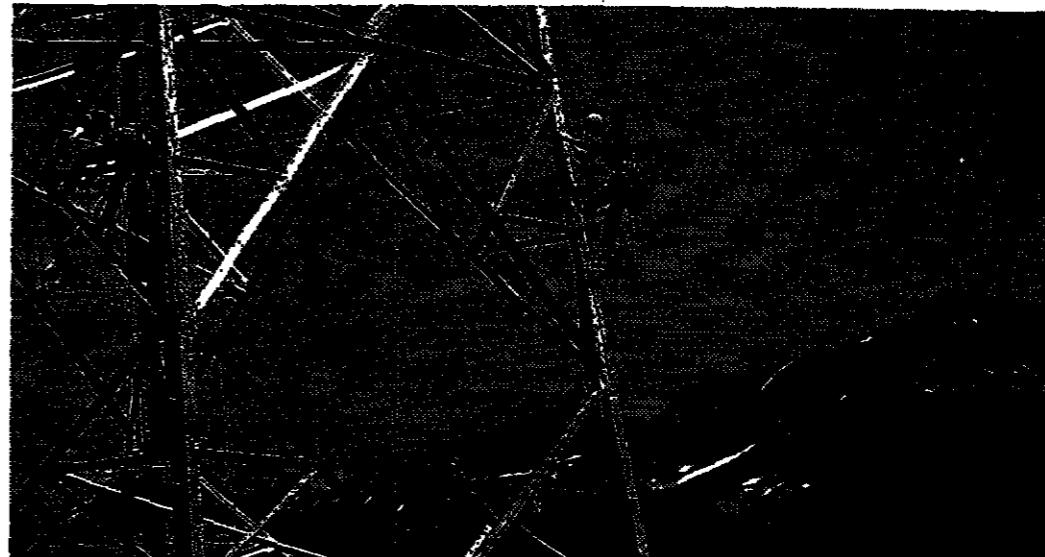
Example of synergy in traffic engineering

## Munich: Management system signals the way ahead for Munich North shunting yards.

Siemens and Siemens Nixdorf are looking to put German railways on the right track into the next millennium, with the introduction at Munich North shunting yards of what this forward-looking company eventually plans to implement over the entire rail network: "Computer Integrated Railroading", or the control and monitoring of rail traffic with up-to-the-minute computer technology. As part of the TS '90 transport control system, Siemens Nixdorf has assembled a powerful management system consisting of two H60 processing computers running on the BS2000 operating system, networked workplace servers and portable mini-computers for mobile data acquisition in

dialogue mode by radio. Linked with two H60 computers in the Deutsche Bundesbahn computing centre in Frankfurt, these form a powerful systems configuration for rapid and reliable cargo dispatch and freight monitoring of travelling and stationary rolling stock. Which train is arriving from where, at what time and with which wagons? When the train arrives, which wagons need to be put together to form new trains? Thanks to the latest computer technology from Siemens Nixdorf, railway dispatchers have immediate access to this information. All other aspects are managed by "Synergy at work". For completion of shunting operations, information is sent to the Siemens MSR32 process control system, which

works with an electronic interlocking unit to control and monitor the remote radio-controlled hump locomotive, clasp retarder, propelling system, signals and points. Trains are dismantled and reformed completely automatically. The automated system operating in Munich is setting the trend for the rest of Germany – and Europe. In-house operations are optimised, shunting operations are controlled effectively, and every link in the logistics information chain from consignor to consignee is covered by continuous monitoring. This means that better use can be made of rail transport capacity, moving German railways one step closer to the goal of "Computer Integrated Railroading" nationwide.



For further information, please contact:  
Siemens Nixdorf Informationssysteme AG,  
UK 41, Otto-Hahn-Ring 6, D-81739 München

**Synergy at work**

10  
SIEMENS  
NIXDORF

Theatre/Malcolm Rutherford

# Sunset Boulevard

Given the imminent closure of *City of Angels*, which I described as the whitest musical I have seen, I shall try to be exceptionally careful about any adjectives applied to *Sunset Boulevard*, the new show by Sir Andrew Lloyd Webber.

Certainly "witty" is not a word that comes to mind. The nearest it comes to a mordant joke is "It's fun to see how bad bad writing can be." There is also a rather good line about it taking tiles to tango. But perhaps the absence of wise-cracking, double meanings and sly asides is part of its charm. Possibly *City of Angels* failed to be appreciated in London because it seemed too clever by half, trying to combine a script with a musical.

There is no such distraction in *Sunset Boulevard*, which is odd in a way because it comes from a similar Los Angeles set-up. The piece is based on Billy Wilder's 1950 movie and there is plenty of pain in the background. Firmly in the foreground, however, is a sentimental show with some of the stunning Lloyd Webber staging that we have become accustomed to over the years.

In Patti LuPone, there is also a star. Ms LuPone played Evita on Broadway in what has always seemed to be Lloyd Webber's best work. As the faded movie idol, she is no less glittering now. It must be deliberate: the show does not effectively get under way until she appears, which is 20 minutes into the first act. Then *Sunset Boulevard* takes off.

There is something else about Ms LuPone's first entry. She starts to sing almost without having bothered to talk: not just one song, but two. That is when you think what a clever

composer Lloyd Webber is: the master of the slow build-up. The sound of a growingly confident orchestra fills the house and you are persuaded that the piece can never look back.

The illusion lasts through the interval and into the start of the second act. As the curtain goes up again, the writer Joe Gillis launches with great panache into the song which has the same name as the show. It looks as if he has come to terms with living off the riches of Ms LuPone's *Norma Desmond* and is at home in her palatial house and (and doubt) palatial bed.

Yet illusion it is. There is another, younger, poorer girl who also writes scripts. Joe falls for her and she for him. It is not the sentimentality that one objects to. After all, why not? It is the fact that *Sunset Boulevard* then begins to lose its power. All the momentum that has been built up starts to ebb away. The plot, never the strongest point, becomes ridiculous. It is a curious dramatic failing that the girl, having been invited to the great house, should depart with a line as banal as "I can't look at you any more, Joe." She leaves an extraordinary sense of anti-climax.

Again, there is the strange business of Ms LuPone's protective butler. Quite late on he claims that he was her first husband and first director. Is it true? Does Norma Desmond remember? And has she simply forgotten as she dreams of returning to stardom? Nothing of this is explained; nothing is developed.

True, there are great set-pieces still to come, not least the finale, though even that is prefaced by the rather feeble shooting of Joe by Ms LuPone as he walks down her stairs. Still, she gets her last great moment. When the media arrive to cover the killing, the

butler tells her that the cameramen have come to film her for a new movie. And, of course, she believes it: "This is my life. Just a camera and all you wonderful people out there in the dark."

The sets, designed by John Napier, are as ambitious as you would expect in a Lloyd Webber spectacular, so much so that the production was postponed for two weeks because the machinery failed to work. Ms LuPone wears some wonderful costumes: the world of Anthony Powell, though the variety of gear worn by the extras does not make for great visual harmony in the chorus scenes. This can be distracting from the music.

One song, in particular, stands out and passes the hummable test. "The Perfect Year" is composed to go along side "Auld Lang Syne" on New Year's Eve, and at one stage cleverly it does. What I admire about it is that it looks forward not back, even when the grounds for hope are slim. The words are simple, but touching.

I also admired Kevin Anderson's performance as Joe, very casual at first, very straight and therefore a hard part to play. Yet the trouble with a role like this is that it does not lead anywhere. He is just a decent guy who is not even allowed a dying word. It is a great pity that Noel Coward wrote the song "Mad About the Boy" some years ago. *Sunset Boulevard* quotes it several times, and it would have fitted very well, for that largely is what the piece is about.

Daniel Benzali sings very well as the butler, and he, too, has played in Lloyd Webber before. But it is too strange, phantasmic a part to be convincing. Trevor Nunn directs.

Adelphi Theatre (071) 344 0055



Astar Mer

Patti LuPone and Kevin Anderson

Television/Christopher Dunkley

# Why success is all a question of pitch

While radio is an excellent medium for broadcasting music, television has always had problems: the sound has to be accompanied by something in the way of pictures and most programme makers clearly feel that they should provide "added value". This notion has reached its logical extreme in the pop video where the pictures are often more interesting than the music and these days, frequently dominate the experience. On Saturday in *Pictures At An Exhibition: Concerto For Paintbrush And Orchestra* BBC2 came up with a sort of orchestral video. While the orchestra played the Mussorgsky, artist Norman Perryman painted on glass plates which the camera showed us either straight on the television screen or projected onto a tall screen behind the orchestra.

Such ideas are not new. Decades ago a documentary about Picasso's technique was made by setting up cameras behind glass screens upon which the artist worked. Moreover the type of image created by Perryman reminded you of the light shows accompanying rock concerts in the 1960s where oil, water, paint and dyes were mixed and squeezed, sometimes between small glass plates, and then projected on giant screens. The effects were particularly pleasing, it is said, for anyone who happened to be enjoying hallucinogenic substances at the time. My own memories, admittedly somewhat hazy, suggest that the effects at a Doors concert at the ICA and at a *Time Out* concert at - could it have been? - Alexandra Palace were far more dramatic and gorgeous than anything we saw on television on Saturday.

In any case the idea of Perryman "interpreting" the music through paint and working to the rhythms of

the orchestra was irritating. It brought to mind a passage from *Howard's End*: "What is the good of the arts if they're interchangeable? What is the good of the ear if it tells you the same as the eye? Helen's one aim is to translate tunes into the language of painting and pictures into the language of music. It's very ingenious and she says several pretty things in the process, but what's gained I'd like to know?" What indeed?

Much more entertaining was *Discovering Beethoven*, also screened by BBC2, which consisted of a lecture about the fifth symphony with musical

*The Reithian notion of aiming programmes slightly above the heads of the audience has been turned upside down*

cal illustrations followed by a performance of the entire work. The success of the venture stemmed almost entirely from the personality of Michael Tissons Thomas who conducted the orchestra and choir (why a choir for the fifth? - well, he showed us how it might have sounded had the composer given us a choral section in the ninth) and delivered the lecture. This was cleverly pitched so that it neither insulted anyone's intelligence nor demanded such musical expertise as to put people off. It took us from Gregorian chant to Beethoven via Mendelssohn with remarkable ease and lucidity. Tissons Thomas has that trick of conveying learning without supercilious didacticism which was such a winning characteristic for Kenneth Clark and Jacob Bronowski.

Of course in 1993 many broadcast

people view that sort of expertise with deep suspicion. The Reithian notion of aiming programmes slightly above the heads of your expected audience has been turned upside down: now broadcasters are competing to see who can aim lower. Some years ago Granada, then the most highly regarded commercial television company in the world, launched what was planned as a major series called *Man And Music*. Four or five splendid documentaries were completed, with extensive foreign footage and lots of expensive archive research. But what has happened to the rest of the series? Today it is not programme quality which gets Granada's name in the newspapers but its predatory activities in the stock market.

The magazine *Time Out* is, of course, the most fashionable and flourishing of London's "what's on" magazines. Launched in the 1960s, it has stayed at the centre of successive social trends and now toes the sort of politically correct line which avoids publication of sexually stimulating photographs unless they appeal to homosexuals. This month it can a feature about female comedians which neatly encapsulates the received wisdom on this topic: fewer (or to use their word, less) female than male comedians appear on television and on the London club circuit because of prejudice against women. "Almost anybody, no matter how liberated, reacts differently to a woman trying to be funny. There's this arms folded 'show us what you can do' type attitude."

Just as it is repeatedly asserted of television in general that "you have to be twice as good to get on if you're a woman" so "women have to work much harder to get an audience's trust" and "it's just not seen as attractive for women to be funny;

part of viewers rather than the ability to discriminate would be more convincing if Victoria Wood, French and Saunders, Ruby Wax and Sandi Toksvig had not been so successful.

Nor can you accuse these successful women of abandoning their sex and buying acceptance by becoming quasi men (an argument used about leading female comics in the Victorian music hall). Since giving birth Ruby Wax has specialised in detailed and discursive, not to say lurid, sequences about childbirth, and the funniest routine in *Victoria Wood: Sold Out* on Saturday was her account of buying a pregnancy testing kit and attempting to use it in a public lavatory.

To more strait-laced viewers that may sound distasteful, but it is as pure as the driven snow compared to the material used by somebody such as Jo Brand in television's late night alternative comedy slots. Note the way Brand deliberately emphasises her natural unattractiveness in her dress, hairstyle and facial expressions; listen to her man-hating diatribes, wonder to yourself what would happen to a man who delivered a line as nasty as her threat to sit on men's faces at certain times, and it is not hard to see why no one offers her a prime time slot. If you point to the violent contempt for all men expressed in the work of so many of these female comics and suggest that this may have something to do with their unpopularity they narrow their eyes and hiss remarks about "centuries of mother-in-law jokes" as though joking about a notoriously difficult relationship was justification for spitting out a stream of hatred against half the human race. It is difficult to imagine a nastier prejudice than that of these female comics against all those who happen to be of a different sex.

physics, cartooning) this scarcely seems surprising. And when you remember the global success achieved as much as 40 years ago by a woman who did prove her talent - Lucille Ball - you feel obliged to ask what happened to the prejudice in her case? There is such pressure in broadcasting these days to discriminate in favour of women that, far from needing to be twice as good to get a chance, you only need to be half as good as a comparably inexperienced man. But while broadcasters may desperately kid themselves that the talent is there so that a new one-woman series is justified (Emma Thompson, Tracey Ulman and Josie Lawrence come to mind) they cannot force the public to share their blinckers. The idea that this is misogynistic prejudice on the

part of viewers rather than the ability to discriminate would be more convincing if Victoria Wood, French and Saunders, Ruby Wax and Sandi Toksvig had not been so successful.

Oranges

programmes celebrating anniversaries of Grieg, Tchaikovsky and Rachmaninov, a cycle of Schubert sonatas on modern concert grand and forte piano, a Debussy series using period instruments and introductions to Medtner and Corigliano. The line-up of artists includes Christian Zacharias, Nikolai Demidenko, Maria Joao Pires and Stephen Hough. Ends Aug 22 (4250 5115)

## MONTPELLIER

Radio France's annual festival, just opened, continues to promote off-the-beaten-track operas in concert format. This year's line-up includes Morlacchi's Barber of Seville, Wagner's Pienzi, Zemlinsky's Birthday of the Infanta, Puccini's La Villi and - best of all - Reyer's grand, unjustly neglected Sigurd, with a fine cast headed by Chris Merritt. Other highlights include a Beethoven piano concerto cycle with Brendel, Marinier and the ASMF, Dutilleux's Violin and Cello Concertos played by Pierre Amoyal and Lynn Harrell, the Gustav Mahler Youth Orchestra with Abbado and a Wagner concert with Hildegard Behrens. Ends Aug 11 (6702 0201) 2424

## SAN SEBASTIAN

Highlights of this year's festival (Aug 16-Sept 2) include Pier Luigi Pizzi's Monte Carlo production of La traviata, St Petersburg Philharmonic with Temirkanov, Spanish National Orchestra with its chief conductor Aldo Ceccato, a series of organ recitals devoted to the works of Messiaen and church concerts featuring the Hilliard Ensemble and others (Quincena Musical, Teatro Victoria Eugenia, Reina Regente s/n, 20003 San Sebastian, Spain. Tel 043-481238 Fax 043-430702)

## SANTANDER

The festival opens on July 31 with a concert by the Philharmonia Orchestra. Other visitors include Anne Sophie Mutter, the Scala Orchestra with Muti, and a bevy of Russian artists - the St Petersburg Philharmonic and Bolshoy Opera Orchestras, the St Petersburg State Ballet and the

# Spoletto - without music

The spoken theatre - the "prose" theatre, as Italians call it, even when the dramas are in verse - has always been a part of Gian Carlo Menotti's Festival of Two Worlds, though its position has been ambiguous. Some years, drama occupied a major role, and new plays by Tennessee Williams or by Italian writers like Giuseppe Patroni Griffi have been presented in Spoleto's houses. In other years, music and, often, ballet have played the major roles, while one or two plays were given, dutifully, almost as filler.

For some years a regular, highly popular feature at Spoleto has been the season of the marionettes of the Carlo Colla and sons, a company that has delighted generations of Milanese children (and adults) for about a century and a half. Menotti, one of those children, on hearing a few years ago that the Collas were losing their home, helped rescue the troupe, along with the incomparable patrimony of original sets, costumes, texts, scores, and - of course - marionettes, and festival audiences have enjoyed a series of revivals, including the grand spectacular *Excelstor* which, with

William Weaver is entertained by Mame, Williams and Dario Fo

human actors and dancers, was a triumph at La Scala in the 1980's. This year, in the now-deconsecrated church of Santa Maria della Piaggia, which has been made into a theatre for them, the Collas presented a lesser, but charming piece, *Dalla terra alla luna*, with a moon-walk (or rather moon-dance, with wedding that made NASA look cheap).

Another recent and fascinating intrusion of the spoken word at the festival is the series of interviews, under the rubric *Testimoni del tempo* (Witnesses of our time), conducted by the critic and journalist Elena Doni, who has the gift of being understated without fawning and informed without showing off. This year her series of guests included Arthur Schlesinger, who attracted a capacity crowd to the intimate Sala Frau, a perfect setting. There, relaxed and urbane, he answered Doni's questions - as well as those of the audience - with pointed wit, evident concern, and profound knowledge. For some Italians, it was a revelation to see this multi-faceted mind at work; and it was clear why so many leaders, Kennedy at their head, listened to the speaker with attention.

Nowadays, every event at Spoleto sells out; and on weekends the town is jammed. And yet, it remains unspoiled. Or rather, it improves, from the festival-goer's point of view; as a new hotel, like the elegant Palazzo Dragoni, or a fine new restaurant like the Apollinaire, make a stay in the Umbrian jewel still closer to perfection. Only the audiences are sometimes a trial. Since Spoleto has become "in," the visitors eager to be seen and, if possible, to spot some celebrity, shamelessly talk through performances (one even read his newspaper during a lovely chamber concert), leave before the end. But this is the price Spoleto pays for its success.

## ARTS GUIDE

Monday: Performing arts guide city by city. Tuesday: Performing arts guide city by city. Wednesday: Festivals Guide. Thursday: Festivals Guide. Friday: Exhibitions Guide.

European Cable and Satellite Business TV (All times are Central European Time)

MONDAY TO THURSDAY

Super Channel: European Business Today 0730; 2230

Monday Super Channel: West of Moscow 1230.

Super Channel: Financial Times Reports 0630

Wednesday Super Channel: Financial Times Reports 2130

Thursday Sky News: Financial Times Reports 0130

Friday Super Channel: European Business Today 0730; 2230

Sky News: Financial Times Reports 0530

Saturday Super Channel: Financial Times Reports 0930

Sky News: West of Moscow 1130; 2230

Sunday Super Channel: West of Moscow 1830

Super Channel: Financial Times Reports 1900

Sky News: West of Moscow 0230; 0530

Sky News: Financial Times Reports 1330; 2030

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Sky News: West of Moscow 1130; 2230

Sunday Super Channel: West of Moscow 1830

Super Channel: Financial Times Reports 1900

Sky News: West of Moscow 0230; 0530

Sky News: Financial Times Reports 1330; 2030

## HEIDELBERG

This year's open-air festival performances at Heidelberg Castle begin on July 28 and include stagings of Haydn's *L'Isola disabitata* and Cav and Pag. Ends Aug 31 (Konzerthaus, Theaterstrasse 4, D-6900 Heidelberg. Tel 06221-583521)



# FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Wednesday July 14 1993

## The value of clean water

PURE DRINKING water, cleaner rivers and less polluted beaches have clear attractions. But what is the price of delivering them?

Too high according to Mr Ian Byatt, director-general of Ofwat, the economic regulator of Britain's water industry. Meeting European Community environmental commitments agreed by the government since the industry was privatised in 1988 will lead to an extra £1.5bn a year in capital investment over the next five years, on top of the £3.5bn currently being spent. Additional commitments under discussion could increase the cost by a further £1bn a year.

For the average customer, the full programme would mean an extra £54 a year on bills between 1995 and the end of the century. Customers would not be prepared to put up with such increases, thinks Mr Byatt. The government should therefore renegotiate EC directives on sewage and drinking water quality.

Mr Byatt's argument has been challenged by the National Rivers Authority, the industry's environmental regulator. It says Britain's water charges are low by comparison with the rest of Europe, bills would not need to rise by as much as Ofwat suggests because of the scope for efficiency improvements and customers would be willing to pay for better standards.

It is difficult to know for certain how much customers would be prepared to pay for higher quality in an industry where they have no opportunity to shop around. But the bulk of the evidence suggests

that too much attention has been paid to standards and not enough to costs. Customer surveys show that in most parts of the country there is limited willingness to pay much more for additional improvements. Moreover, a raft of complaints to Ofwat and politicians about the cost of current bills suggests there would be stiff resistance to higher charges.

Nor is there much evidence that better standards would improve public health. Mr Byatt argues that the new sewage measures would mean that a town with a population of 10,000 produced the pollution equivalent to 27 pigs, while the drinking water provisions would result in pollution equivalent to one aspirin in an Olympic-size swimming pool.

Pointing out that these are EC standards to which Britain is already committed, as the NRA does, is not a sufficient counter-argument. The huge sums involved mean this is a sufficiently important issue for EC governments to re-think the regulations. Moreover, given the current stress on subsidiarity, this surely is an example of regulation which should be dealt with at the national level.

Mr Byatt yesterday asked the government to make its mind up whether it wants higher standards or higher prices. This puts ministers in a tight corner. If standards are relaxed, they will lambasted by the green lobby; if they are maintained, customers may complain. Ofwat has made an impressive case. It demands a political response.

## Saving Somalia

AT THE heart of Somalia's deepening crisis is the fact that the United Nations, and in particular the US, have not faced up to the implications of their military intervention. The humanitarian imperative that prompted it remains compelling for Somalia, but cannot save itself. To withdraw now would be to compound a tragedy: it would mean abandoning a country in terminal distress while undermining the credibility of UN interventions elsewhere. But for the UN to continue in its present role, neither peacekeeper nor peacemaker, also invites disaster.

The sequence of events that led to the murder of four journalists by the Mogadishu mobs shows how serious the crisis has become. It began when UN forces attacked what was to be a command centre of General Mohamed Farah Aideed, the fugitive warlord whose militia have killed 35 UN soldiers over the past month. The UN said the raid had been successful, and that 16 people had died. Aideed's Somali National Alliance claimed that 74 died, and that victims included elders of Aideed's clan. In the fury that followed, mobs turned on reporters once praised for bringing Somalia's plight to the attention of the world.

Similarly, the warmth with which US marines were greeted last December has turned to a resentment so deep that many aid agencies which welcomed the UN as a protector now see association with the troops as positively dangerous. The sequence of events that led to the murder of four journalists by the Mogadishu mobs shows how serious the crisis has become. It began when UN forces attacked what was to be a command centre of General Mohamed Farah Aideed, the fugitive warlord whose militia have killed 35 UN soldiers over the past month. The UN said the raid had been successful, and that 16 people had died. Aideed's Somali National Alliance claimed that 74 died, and that victims included elders of Aideed's clan. In the fury that followed, mobs turned on reporters once praised for bringing Somalia's plight to the attention of the world.

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## Sunday trading

THE PRIME MINISTER and the home secretary yesterday strongly backed complete deregulation of Sunday trading in England and Wales. Their backing came as the government published details of the four options it will place before parliament for replacing the current discredited restrictions. This strategy could, however, leave the law in chaos or impose equally anomalous restrictions on Sunday trading.

The idea of letting MPs choose between a range of options on an issue which has divided the Conservative party in the past is attractive to a government with a small majority. However, there is a danger that presenting several options could result in the adoption of none if the most popular of the four cannot command a parliamentary majority. That would leave the law in its current unsatisfactory state, widely broken by large retailers and not enforced by local authorities which see the popularity of Sunday shopping.

Barely more acceptable would be a victory for partial deregulation. Two of the three options allowing limited Sunday trading include a list of goods which could legitimately be sold. Such a list would inevitably replicate the anomalies which have thrown the present law into disarray by permitting the sale of pornography on the sabbath but not the sale of tobacco. Why, after all, should it be permissible to buy fertiliser at a garden centre on a Sunday, but not groceries at a supermarket?

All three partial deregulation

options involve restrictions on the opening of larger shops. This would limit choice to the smaller, less efficient retailers whose prices are often higher. One worthwhile consequence of deregulating Sunday trading would be the opportunity to make more efficient use of capital. To exclude the larger stores from unrestricted Sunday opening would therefore impede this desirable outcome.

Complete deregulation has been an unqualified success in Scotland. And reprehensible though law-breaking is, the *de facto* deregulation of Sunday trading south of the border has been a hugely popular with customers. The government must thus strain every sinew to ensure that this option eventually commands a majority.

One way to achieve this would be to strengthen the legal protection for shopworkers who do not wish to work on Sundays. Day working is common in other industries, and it would be ridiculous to give shopworkers special rights for work on Sundays. But there may be scope for concessions – perhaps time-limited – which could win support from opposition MPs without losing the benefits of deregulation.

Alternatively, local authorities could be allowed to hold referenda on Sunday trading. Parts of the country with strong sabbatarian traditions could retain restrictions, while more secular areas broke free from them. A measure of local democracy could yet be the way to break the parliamentary log-jam.

Wise old birds attending agms have all sorts of tips on what to look for apart from a copy of the chairman's speech. Did the great man smile, was his finance director wearing a colourful tie, or, heaven forbid, a beard? Little things count when checking a company's health.

However, one of Observer's favourite ploys is to check out the grub. Take *Aegis*, the media-buying company. At its agm in May 1990 it served up champagne and canapés, before serving up bumper pre-tax profits for the following year. Its 1991 agm saw a diminished but none the less inviting spread of fancy biscuits, followed by mildly disappointing profits. But by 1992 only the plainer Rich Tea were on offer and sure enough it was a horrible year for *Aegis* – boardroom mayhem, collapsing share price, and a pre-tax loss of £1.9m.

What then are we to make of yesterday's agm, with its ginger and marzipan-coated Battenberg cakes? Probably no more than that the company is going through a sticky patch.

## Rival exhaustion

First the good news for owners of Trabant cars who live in Budapest. In a bid to get rid of the fume-belching relics of the

communist era, the city announced yesterday that it would give free public transport passes for two years to motorists who hand over their two-stroke cars for demolition.

The bad news is that Wartburg owners get three years' free travel if they promise to ditch their old crocks.

## Brave face

Tough luck for Manchester that Olympic supremo Juan Antonio Samaranch should arrive in town the morning after the coldest July night since 1946. Even worse that it soon started raining. However, Manchester has learnt how to turn bad news into good in its long campaign to win the games in 2000. It didn't take long for a local worthy to note that since the International Olympic Committee is really interested in seeing new world records yesterday's rain was ideal for any athlete, other than a sprinter, contemplating a record-breaking run.

## Changing horse

The race to take over the presidency of the European Bank for Reconstruction and Development is turning out to be more complicated than first thought.

Leaving aside Observer's suggestion yesterday that the wife of Jacques de Larosière, governor

of the Bank of France, may prefer her jet-setting husband to stay closer to home, it is gradually dawning upon other EC governments that de Larosière's candidacy may in fact be an elaborate bluff.

EC officials in Brussels say France's real aim is to secure the top job at the European Monetary Institute, the precursor of the independent European Central Bank which under the Maastricht treaty will oversee a single European currency.

Thus the de Larosière candidacy serves a dual purpose: to preserve France's original claim to the EBRD seat which, if denied, would give

Paris far greater leverage in determining the EMI appointment. France desperately wants the top job at the EMI because it would signal that the German stranglehold on European monetary policy exerted by the Bundesbank was at last being broken. It would also be a consolation prize in the light of the expected location of the putative European Central Bank in Germany, either in Bonn or Frankfurt.

It is all gossip at the moment but it perhaps explains the behaviour at Monday's ECOFIN meeting where only the Germans showed much enthusiasm for the candidacy of de Larosière. The Belgians and Italians, who had been expected to support him, were surprisingly muted. Meanwhile, Lord Lawson is emerging as a wild card candidate for the EBRD post. Britain's ex-chancellor of the exchequer is widely believed to covet the job – but regards it as infra dig to apply. If he is told he is certain to get it, then he will apply – but not otherwise.

## Grilling

How times change. Spotted in the Savoy Grill after yesterday's British Airways annual meeting were Sir Tim Bell, Lady Thatcher's favourite spin doctor, Lord King, one of her favourite businessmen, and Brian Basham, Lord King's old public relations man who is dishing the dirt on Lord King's

light when Mr Steinkühler of IG Metall, a former member of the Daimler-Benz supervisory board, bought nearly DM1m worth of shares in the company, most of them just before it was revealed that MAH would be dissolved. The announcement led to a substantial rise in MAH's share price, leading to the suspicion that Mr Steinkühler had made his investment on the basis of insider information.

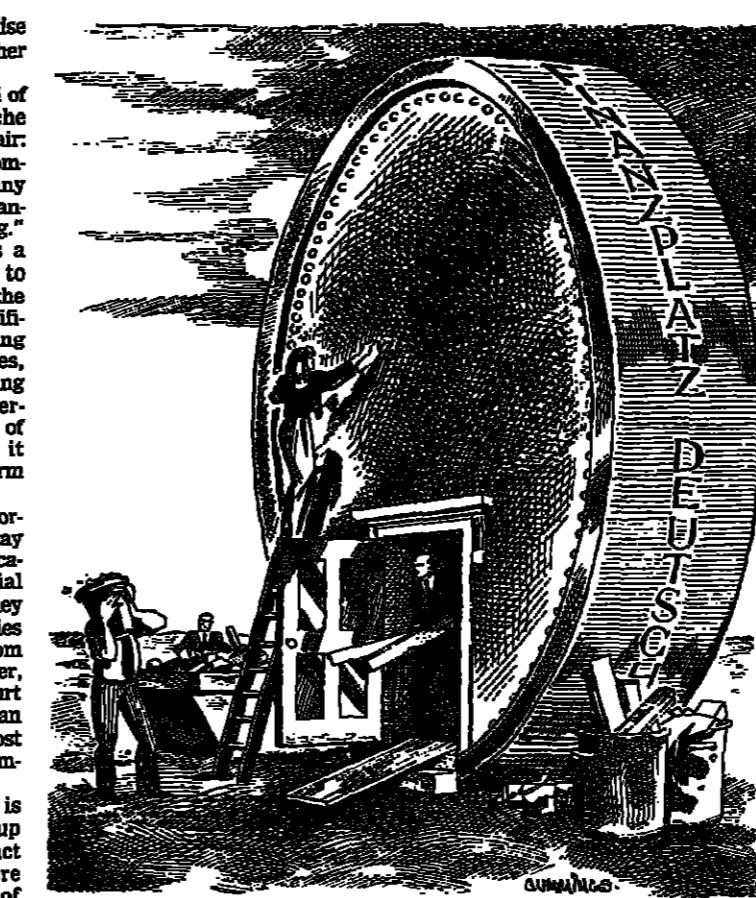
Mr Steinkühler denied this, but resigned anyway, in the face of criticism from Germany's financial establishment as well as international investors. Mr Tom Holmes, head of research at Schröder Minchmeyer Hengst, a bank majority-owned by Lloyds Bank of the UK, said: "The suspicion alone that he was insider dealing degrades the quality of Germany's financial markets."

While the Steinkühler affair heightened awareness that the rules needed to be changed, his dealings also served to "revive foreigners' perceptions that the German market is an insiders' market", said Mr David Hale, chief economist at Chicago-based Kemper Financial Services Group.

Deutsche Bank and other large German institutions are striving to allay this perception by bringing their internal compliance regimes up to international standards. The emphasis has been on stopping practices such as "front-running" – whereby traders would buy shares on their account before buying shares for clients. This would be classified as a form of insider dealing in the US or the UK.

Foreign investors nevertheless remain concerned about an "insider culture" within German capitalism: foreigners will always be at an "information disadvantage" compared with German banks and insurance companies. Domestic institutions still own the bulk of shares in quoted German companies and have access to detailed information about companies' performance via their seats on German supervisory boards. One consequence of Daimler-Benz's New York listing is that foreign investors will receive more details about the group's financial performance.

Change will be slow. But the inevitability of Germany's increasing capital needs over the next decade will mean further change is inevitable. "If you want equity capital," said Mr Barthold von Ribbentrop, former head of securities sales and trading at Deutsche Bank, "the biggest suppliers are English and American pension funds. If you want this equity, you have to adjust to their way of thinking. You have to swallow your pride and present yourself differently."



Veba, the energy-based conglomerate, just under 40 per cent at Commerzbank, and over 20 per cent at BASF, the chemicals company.

While companies are improving investor relations in general, Germany's biggest company is taking a more radical step. In seeking a full New York listing, Daimler-Benz is submitting to American-style regulation for the first time.

For decades German companies have refused to comply with the listing requirements set by the Securities and Exchange Commission – the regulatory body for the US securities industry. The reason was their reluctance to disclose financial information in line with US rules.

As part of its attempt to meet US

investors' requirements for openness in business dealings, and to show that it was ready to play by international rules, Daimler announced in early April it would wind up Mercedes Holding (MAH), a holding company which owns a 25 per cent stake in Daimler, because it served no purpose other than to block takeover bids. Daimler intends to convert MAH shares into ordinary Daimler shares for two reasons: first, the shareholding structure means MAH would interfere with plans for a DM25bn-DM35bn Daimler rights issue next year; and second, because of the perception that US investors would find the anti-takeover device an affront to their notions of fair play.

MAH was propelled into the lime-light by some supporting evidence. ● Respond to the complainant and, if appropriate, make non-binding recommendations to the board within a reasonable period after receiving the complaint.

The bank's experience with the gigantic Sardar Sarovar dam project in India provides a graphic illustration of the consequences of these problems. The bank-appointed independent review panel found that the bank's failure to follow its own operating rules contributed to the problems associated with the dam's human and environmental impact. The bank's management is aware of these problems, and the board has just begun reviewing proposals for improving the supervision of the bank's operations.

One proposal the directors should be encouraged to adopt is to appoint an ombudsman. Such an ombudsman should have a mandate to:

● Investigate all "qualifying" complaints about the bank's implementation of its own operating rules and procedures. A qualifying complaint is one made about ongoing bank operations by any person directly affected by bank activities. The complaint must be accompa-

nied by some supporting evidence.

An ombudsman's function is to monitor the administration of public institutions and prevent administrative injustice. A World Bank ombudsman would:

● provide the board with independent and timely appraisal of claimed deficiencies in ongoing bank operations;

● provide directors with independent information on the staff's compliance with the bank's operating rules and procedures. The board can use this information both to design appropriate rules and procedures and to identify the "best practice" for their implementation;

● create an impartial, independent and competent authority that assures both bank and public that all complaints about bank operations will receive a fair hearing and helps educate the public about the bank's operating rules and procedures;

● de-politicise disputes concerning bank operations by providing a complaints procedure that is based on rules that assure fair access for all qualifying complainants; and that ensures that fact-finding and decision-making is carried out by a

disinterested body. Decisions must also be based on the merits of the complaint rather than on the complainant's ability to exert political pressure on the bank;

● protect the bank's executive directors and staff from having to deal with complaints lacking merit;

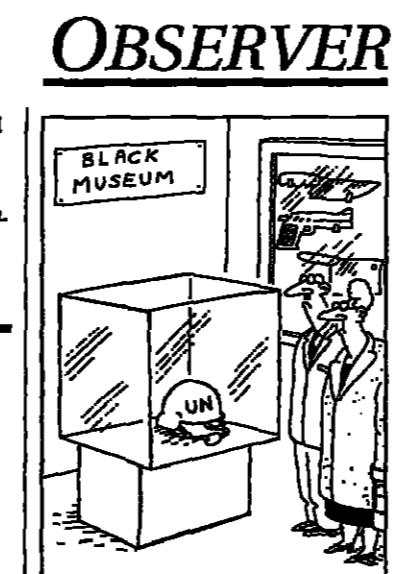
● provide the board and, through its annual reports, the international community with empirical information that is presently unavailable, on the developmental and human impact of bank operations.

In short, an independent World Bank ombudsman whose findings are public would significantly enhance public confidence in the bank's ability to perform its responsibilities and the credibility of the advice it gives to its member countries. It would also set a precedent for other international organisations entrusted with the management of public resources.

## Daniel D Bradlow

The author is associate professor of law at the American University, Washington DC

## OBSERVER



of the Bank of France, may prefer her jet-setting husband to stay closer to home, it is gradually dawning upon other EC governments that de Larosière's candidacy may in fact be an elaborate bluff.

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old employer, British Airways. A couple of years ago, they could have been sitting at the same table. Yesterday they hardly seemed to be on speaking terms.

## Rothschild's reserve

As usual, the annual report of merchant bank N.M. Rothschild raises as many questions as it answers. One teaser is why the remuneration of the bank's chairman, Sir Evelyn de Rothschild, should fall from £252,000 to £242,000, when disclosed profits rose to a record £14.5m, well over double the previous year's £6m?

The answer, according to a nervous Rothschild retainer, is that around half of that was not profit in the commonly accepted sense. Rothschild's Guernsey offshoot sold its stake in an investment trust and the gross proceeds – not just the capital gain – were included. Also, for some obscure reason, Sir Evelyn had received an exceptionally large bonus the previous year.

The report explains how the bank complies with the Cadbury recommendations "to the extent that these are appropriate to a private company". But of course.

## Out to grass

How do you turn an old rake into a lawnmower? Marry him.





# FINANCIAL TIMES COMPANIES & MARKETS

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Wednesday July 14 1993

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## INSIDE

## FNAC forges a French future

GMF, the French insurance company, has granted Crédit Lyonnais and Générale des Eaux an option to buy a 54.78 per cent stake in FNAC, the French retail group. Page 16

## Amro's kinda town

The Netherlands' largest bank, ABN Amro plays a prominent role in the state of Illinois. Its savings and deposits there will be \$2bn after the planned \$500m acquisition of Cragin Federal, a Chicago savings bank. Page 16

## Japan calls to Nokia

Nokia, the second largest maker of mobile phones, is to get a foothold in the Japanese market. In August it establishes a joint marketing venture with Mitsui & Co, the Japanese trading house. Page 17

## News Corp's 50% of Mushroom

Mr Rupert Murdoch's Australian media group, News Corporation, is expanding its recorded music business with the purchase of a 50 per cent stake in Mushroom Records, Australia's largest independent recording company. Page 17

## General Electric up 10%

General Electric, the diversified US manufacturing and services group, yesterday reported a 10 per cent increase in second quarter net earnings to \$1.334bn, compared with \$1.216bn. Page 18

## Merrill Lynch's \$345m profit

Wall Street securities house Merrill Lynch yesterday announced a 53 per cent jump in second-quarter profits to a record \$345m, on total revenues of \$3.87bn. Page 18

## Cray profits jump to £29m

Cray Electronics Holdings, the Berkshire-based data communications and software systems group, reported full year profits sharply higher at £29.9m (£44.25m) in the year to April 30. Page 20

## Birse deficit hits £18.5m

The building and civil engineering company Birse Group incurred a £18.5m (£27.4m) pre-tax loss during the 12 months to end-April, compared with a £12.3m loss for 1991-2. Page 22

## Coffee market heats up

Fears of frosts sent coffee prices surging ahead in London as buyers rushed to the market fearing Brazil's crop would be affected this week. London's September futures contract rose by \$48 to a peak of \$1,018 a tonne. Page 24

## Foreigners miss Indian quota

Nine months after India's market was opened to foreign portfolio investment, there have been many inquiries but less than \$20m of orders. It will be a long haul for overseas investors to reach their quota of holding up to 5 per cent of quoted Indian companies as they face archaic trading practices, and share prices which moved more on rumours than on facts and fundamentals. Back Page

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## Chief price changes yesterday

FRANKFURT (DM)		Rises		
Catena Konzern	1550	+ 80	Deutsche	4000 + 150
Deutsche Pf	950	+ 15	Flt Pkct	4605 + 225
Deutsche Pf	1778	- 42	Omega	1985 + 185
Deutsche Schatk	353	- 7	Volvo	884 + 35
Deutsche Schatk	440	- 40	Cr Fox France	1046 - 31
Deutsche Schatk	555	- 17.5	Motor-Hachette	1281 - 6.8
Deutsche Schatk				
Paris				
Banque Lyonnaise	234	+ 4%	France	4010 + 170
Home Shopping	1491	+ 1%	Futura	924 + 34
Intertel	874	+ 25%	Holco Red Est	945 + 37
Intertel	7076	+ 2%	Kyocera	5949 + 223
Intertel	45	- 1%	Yankee Land	1200 + 60
Intertel	84%	- 1%	Falts	521 - 8
PARIS (FFr)				
New York prices at 12.30				
LONDON (Pence)				
Rises				
Amberley	38	- 5		
Acmeys Pk A	156	+ 5	Cray Elec	156 - 64
Bear Stearns	490	+ 11	Gold	368 - 12
Chubb	18	+ 14	Lehman & B	251 - 14
Electron House	94	+ 4	Lyles (S)	87 - 7
Electron House	100	+ 13	Marlboro Moon	40 - 3
Electron House	500	+ 15	Sheword Bsp	138 - 11
Electron House	822	+ 10	Star Pacific	52 - 4
Electron House	187	+ 8	Star Pacific	131 - 5
Electron House	104	+ 5	Stratagom	97 - 25
Electron House	205	+ 12	Univer	97 - 14
Electron House	734	+ 16	Usd News	521 - 14
Electron House			Wynn	38 - 5

## Go ahead for BAe's Taiwan deal

By Dennis Engbarth in Taipei and Daniel Green in London

## IRI plans telecoms sector merger

By Haig Simonian in Milan

IRI, Italy's biggest state holding company, yesterday revealed plans to rationalise the telecommunications sector, starting with the merger of Sip and Italcom by the end of this year.

Sip is Italy's main telecoms utility, while Italcom handles intercontinental traffic. Both companies are quoted.

The union will be the first step towards grouping Italy's public sector telecoms activities, split between seven main companies, into a single concern. The new

organisation, expected to be operational by 1995-96, by which time the entire sector could be largely privatised.

Pressure for rationalisation and privatisation has come from the government and IRI itself. IRI's new management, facing a cash crisis, has identified telecoms, controlled by the Stet holding company, as obvious privatisation candidates.

Last night, Stet announced it was issuing a £555m Eurobonds bond, convertible into Sip savings shares, in a further step

in the slow privatisation process. The deal could cut Stet's stake in Sip savings shares from 32 to 18 per cent.

The government has set IRI a June 30 deadline to prepare rationalisation plans. IRI intends to start by merging the main providers of services, while keeping manufacturing and mobile telecoms apart.

About 40 per cent of Sip's ordinary shares and 47 per cent of those in Italcom are floating.

Telecom Italia will subsequently absorb Telespazio and Sirm, Stet's satellite and mar-

time communications subsidiaries. Telecom Italia will also comprise Iritel, formerly ASTS, the unit responsible for domestic trunk communications and short-distance international calls.

The future of Stet's equipment manufacturing (Italtel) and network service (Sirtel) businesses is less clear. Stet has been looking for foreign investors in Italtel, in which AT&T has a 20 per cent stake. Talks with leading telecoms groups, including the US company, are under way.

The highly profitable mobile telecoms business, run by Sip, will be hived off into a separate company, in which Telecom Italia will retain a minority stake. The rest is likely to be floated. Shares in Stet have risen sharply in recent weeks ahead of bullish forecasts about tariff deregulation and restructuring.

● The Italian government hopes to float about 20 per cent of the IMI financial services group and 30-35 per cent of the big Ima state insurance company this year. Investors will be able to swap medium and long-term government bonds for shares in the two companies.

## Medco in talks with drugs groups

By Richard Waters in New York and Paul Abrahams in London

bulk it claims to achieve discounts from drug companies of up to 40 per cent. Mr Wygod estimated that it would account for drug purchases worth \$7bn-\$8bn this year, 12 per cent of US drug sales.

He refused to comment on whether a tie-up with one drugs company was the most likely outcome. "We're trying to make the right types of relationships with manufacturers to help cut back healthcare bills," he said.

However, consultants questioned the strategy of pharmaceuticals companies buying their customers. "This makes little sense. If Merck acquired Medco, they would be buying only 2 per cent of the non-hospital market at a huge cost," said Mr Eran Brosky, head of Boston Consulting Group's healthcare practice.

The growth of bulk buying by Medco and other institutional purchasers has contributed to pressure on drug companies' profits, and put control of distribution into the hands of a new group which has grown up between drugs makers and users.

A tie-up with a distributor would give a drug maker greater control over its sales. But Medco's relationship with its customers could suffer if it became a sales channel for the products of one company.

Lord King, whose retirement was hastened by the 'dirty tricks' affair, at British Airways' agm yesterday

Picture: Colin Seav

man. I did not know about them at the time they occurred."

SIR COLIN MARSHALL, chairman of British Airways, yesterday denied prior knowledge of conduct by a few British Airways' employees that led to an apology and a £610,000 (\$903,000) payment to Virgin in January. He attacked Virgin's continued pursuit of legal action in courts in London and with the European Community in Brussels and renewed his call for arbitration between the two carriers.

Sir Colin's account of the Virgin affair was the central plank in his first speech to BA's annual meeting as chairman. "I did not direct, authorise or implement any improper activities or conduct against Virgin or its chairman. The issue of whether to continue limiting access to Ibsos is pressing because other banks are considering establishing their own closed networks. National Westminster Bank, Commerzbank in Germany and Société Générale in France have said they are working on the basis of a single bank operating the service in each state.

Swift is also thinking of ways to respond. The network has cut prices on the most-used transfer routes and is considering bulk transfer of small amounts.

Mr Eric Chilton, Swift's chairman, thinks it would be wrong to allow other carriers to dominate the retail market while Swift concentrated on high value transfers. He says easier transfer of small sums will attract treasury operations of large companies.

"If we make transfer easier, then a lot of people who hold assets in different countries now might be keen to avoid it and run Treasury operations from the centre," he says. The implication is that the emergence of competition for small cross-border payments has only just started.

This announcement appears as a matter of record only. June 1993

Credito Italiano

Credito Italiano

(Incorporated as a Societa per Azioni in the Republic of Italy)

(Hong Kong Branch)

U.S. \$200,000,000&lt;/

## INTERNATIONAL COMPANIES AND FINANCE

## GMF offers options on controlling stake in Fnac

By John Riddings in Paris

THE future of Fnac became clearer yesterday when GMF, the French insurance company said Crédit Lyonnais, the French bank, and Compagnie Générale des Eaux, the water and energy group, would be granted an option to buy a controlling stake in the French retailer.

Crédit Lyonnais and Compagnie Générale des Eaux had the option, until October 11, to acquire 54.7 per cent of the shares in Fnac at FF12.92 per share.

This values Fnac at FF1.5bn (\$444m).

Fnac's shares, which have climbed sharply from a level of about FF2.200 two weeks ago, were suspended yesterday at FF3.208.

Analysts in Paris said that

the deal was a financial transaction to provide capital for GMF, a mutual insurance company, and to maintain French ownership of Fnac. They said that the October deadline gave GMF the opportunity to find alternative sources of capital and maintain control of the group.

GMF has been seeking fresh capital as a result of losses in a property venture in the Dutch Antilles and in its travel insurance business.

Pressure on GMF to sell part or all of its 80 per cent stake in Fnac has prompted interest from several European retailing groups, including Berthelsmann of Germany and Printemps of France.

"Fnac is a attractive asset," said Mr Anthony West, retail analyst at Enskilda Research in Paris.

The figures suggest that

## Sales at Roche rise 8%

By Paul Abrahams in London

ROCHE, the Swiss healthcare and chemicals group, yesterday reported sales for the first six months up 8 per cent to SF1.55bn (\$51.5m) from SF1.52bn. In local currencies the increase was 10 per cent. The company does not publish half-year profit figures.

The company said it expected sales to continue to improve during the second half of the year and that barring unforeseen circumstances, particularly in foreign exchange rates, the group should post a significant increase on last year's net income of SF1.9bn.

Much of the first-half growth was generated by the pharmaceuticals division which

reported sales up 12 per cent to SF1.55bn from SF1.55bn. Excluding exchange rates, the increase was 14 per cent.

The company said the German healthcare reforms introduced in January - which have led to a 13 per cent fall in the market for the first four months - had little impact. Turnover in Italy during the first half improved in spite of the fall in the market following reforms introduced in April. Roche said it expected sales in both Italy and Germany to increase this year.

The vitamins and fine chemicals unit lifted sales 2 per cent to SF1.59bn from SF1.56bn. Roche said the vitamins business performed well. But the division's results were held up by fine chemicals, and in par-

ticular the manufacture of one agrochemical fungicide without which sales would have been up 5 per cent.

The diagnostics division posted turnover up 8 per cent to SF1.57m from SF1.59m. The business profited from the introduction of PCR (polymerase chain reaction) technology for HIV and Chlamydia, which had been well received in both the US and Europe.

Sales of the fragrances and flavours division increased 4 per cent to SF1.74m from SF1.72m.

Fragrances suffered from poor demand from the luxury perfume sector. Flavours were not affected by the recession and continued to post increases.

Lex, Page 14

## Banco de Portugal posts first loss

By Peter Wise in Lisbon

THE Banco de Portugal lost Es1.8bn (\$531m) in 1992 as it spent heavily to shore up the escudo and mop up liquidity in the domestic money market, according to the central bank's annual report.

Only the transfer of Es1bn in reserves enabled the bank to record an official loss of Es1.8bn for 1992, the report said. This was the bank's first loss. The report said the bank had suffered losses since 1988 that had been covered by transferring provisions.

In the autumn of 1992, the escudo came under strong speculative pressure and the bank was forced to spend foreign currency reserves on escudos at prices above the level to which the currency fell after a 6 per cent devaluation in November.

## Deckel Maho sees benefits in three years

By Christopher Parkes in Frankfurt

THE first fruits of the merger of German machine tool makers Friedrich Deckel and Maho are expected in three years when the slimmed-down company should return to profit.

According to Mr Bodo Vlets, Maho chairman, a loss of DM100m (\$62.5m) is expected in the first year, and the first two years' results will be burdened by restructuring costs totalling DM240m. These will include charges for closures, removals and the cost of reducing the workforce.

However, cost savings worth DM120m a year will have a beneficial effect from 1995 onwards, according to a merger report published yesterday. The new company, to be called Deckel Maho, expects turnover in the year to June 30 1994 of between DM400m and DM500m with the workforce cut to about 1,500 people.

Besides this local operation, the Dutch group maintains 10 ABN Amro offices in the US and Canada from which it serves top corporate customers. It owns European American Bank on New York's Long Island.

Mr Jan Kalf, the board member responsible for ABN Amro's push into Illinois for the past nine years, says he has no designs on further acquisitions in Illinois. "We'll leave it at this for the time being," he says. "We are not looking any further in the Chicago area."

Prime aim of the deal is to construct a group with the necessary critical mass and a strong home base from which it can hope to fight off the Japanese, Germany's main international competitors. Deckel and Maho have between them up to 40 per cent of the German market in boring and milling machines.

The deal indirectly involves Gildemeister, a leading operator in the sector, which last January founded a joint distribution company with Deckel. The highest number in one year was 436 in 1971-72, and the annual average was 225. The fall in the number of takeovers had enabled staff cuts to be made, said Mrs Frances Headon, director-general.

The panel regulates takeovers of publicly-owned companies through the application of the Takeover Code. The panel

is also consulted on cases which do not lead to published offers.

The number of such cases rose to 141 in 1992-93 from 116 in 1991-92, suggesting that companies were more likely to back away from proposed deals.

Several financial restructurings of troubled companies

ABN Amro's \$500m acquisition of Cragin Federal, a Chicago-based savings bank, will make it Illinois' second-largest retail bank.

Ronald van de Krof reports from Amsterdam on ABN's 14-year-old strategy

exhibiting steady growth rather than a boom-and-bust cycle.

ABN Amro's decision in 1979 to focus on Chicago was due in part to the fiercest competition among foreign banks in New York and California, and also in part to admiration for the Midwestern economy. Looking back on the LaSalle acquisition, Mr Kalf says, "In retrospect, it was a fortunate move, not only because the bank itself was attractive but the entire region is very attractive."

ABN Amro will be paying one-third to one-half of the \$500m acquisition price in dollar-denominated preferred stock issued by LaSalle, just as it did for Lane, Exchange and Talman. Dividends on these instruments are low as they are linked to US interest rates, and the dollar funding means that the parent bank does not run any currency risk.

A final reason to return to Chicago was the sense that regional banks such as Benc

## Dutch bank finds a second home



Jan Kalf: 'We'll leave it at this for the time being'

One and National Bank of Detroit will be stepping up their involvement in Illinois, whose splintered banking market numbers more than 1,000 banks.

Most of the rest are small, but Cragin represented the second-largest independent savings bank after the leader, St Paul. "I wanted to be ahead of the others," Mr Kalf says.

ABN Amro's concerted expansion since the late 1970s has left it with a significant critical mass in the local market, creating important economies of scale. This is a situation which the bank would find difficult, if not impossible, to replicate in EAB's home market on Long Island, which is dominated by five or six of New York's biggest banks.

Similarly, Europe poses very different challenges. ABN Amro, which has a network of offices in each of the European Community states, is searching for local acquisitions in France, Belgium and Germany, but the power of domestic banks and the prices commanded by acquisition targets are barriers to success.

One solution may be to take a regional approach in a country such as Germany. "It could well be that you buy something in North Rhine-Westphalia or in the north around Hamburg or in the south, where we'd at least be able to create a strong local base without necessarily covering all of Germany from the very start," Mr Kalf says.

Still, any acquisition in a European state is bound to take longer to pay off financially than the most recent one in the state of Illinois. "In Europe and elsewhere in the world, it is extremely difficult to buy something which immediately contributes to results in the first year," he says.

## UK merger activity falls to 25-year low

By Maggie Urry in London

MERGER activity in the UK fell to its lowest level in the Takeover Panel's 25-year history.

The panel's annual report said during the year to March 31 there were 88 takeover or merger proposals, down from 142 in the previous year.

The highest number in one

year was 436 in 1971-72, and the annual average was 225. The fall in the number of takeovers had enabled staff cuts to be made, said Mrs Frances Headon, director-general.

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Several financial restructurings of troubled companies

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Several financial restructurings of troubled companies

## INTERNATIONAL COMPANIES AND FINANCE

# Nokia and Mitsui in mobile phones joint venture

By Michiyo Nakamoto in Tokyo

NOKIA, the Finnish telecommunications and electronics group, and Mitsui & Co, the Japanese trading house, have formed a joint venture to market mobile phones in Japan.

The joint venture, to be established in August, will provide Nokia, the world's second largest mobile phones maker after Motorola of the US, with a foothold in the Japanese market which is expected to grow strongly over the next few years.

The Japanese industry is heavily regulated with mobile phone companies, such as NTT's mobile phone subsidiary and ITO Cellular, restricted to leasing equipment. However, from next April companies will be able to sell mobile phones on the market.

The industry expects increasing competition from next year when the two companies will be allowed to offer digital mobile phone services.

Nokia's joint venture in Japan, Nokia Mobile Phone Japan, will also start marketing handsets for digital mobile telecommunications systems from next spring.

Nokia, which is headed by chief executive Mr Jorma Ollila, will provide two-thirds of the capital of Y300m (\$2.74m) for the joint venture while Mitsui will provide



Jorma Ollila: to provide two-thirds of the capital

the remaining Y100m.

Unit sales in the initial year are projected at 40,000 to 50,000 units with revenues targeted at Y5bn. Nokia expects initially to market its mobile phones on an original equipment manufacturer basis to telecommunications companies but plans eventually to sell products under its own brand name.

Nokia has been studying the Japanese market for the past year or so, having established a mobile phones division in Japan last year.

The Japanese mobile phones market has been held in check by heavy regulation and high prices which have kept penetration at a low 1.5 per cent of the population.

## Banamex to offer MTNs in international market

BANCO Nacional de Mexico (Banamex), Mexico's largest bank, is set to offer 1bn pesos (\$630m) of medium-term notes in the international capital market, writes Damian Fraser in Mexico City.

It will be the first peso-denominated Euronote offering by a Mexican company since the country's return to international debt markets in 1989.

Banamex's existing peso debt is rated A grade by Standard & Poor's. The issue will enable Banamex to fund peso loans at

## News Corp buys 50% of Mushroom Records

By Bruce Jacques in Sydney

NEWS Corporation, Mr Rupert Murdoch's Australian media group, is expanding its recorded music business with the purchase of a 50 per cent stake in Mushroom Records, Australia's largest independent recording company.

Announcing the purchase yesterday, Mr Ken Cowley, chief executive of News in Australia said the company's wholly-owned Festival Records subsidiary had acted as Mushroom's main distributor for 20 years and would continue to do so.

"This new investment is in keeping with our commitment to provide first class multimedia entertainment and information services," he said. Mushroom has annual sales of around A\$50m (US\$34m).

Mr Michael Gudinski, chairman of Mushroom, said the deal would allow the company to expand overseas, especially in the US and Britain, with its stable of recording stars which include Kylie Minogue and Jason Donovan.

Mr Gudinski said the deal would provide valuable links with News' subsidiaries, including Fox Broadcasting, and would bolster Festival Records' position in a competitive Australian market where top recording companies have bought out most of the independents.

Mushroom was founded 21 years ago. Mr Gudinski will retain day-to-day control of the operation.

## Riyad Bank rises 25% at halfway

SAUDI

Arabia's Riyad Bank reports a 25 per cent increase in net profit to SR24.14m (\$113.64m) for the first half of 1993, compared with the same period a year earlier, AP-DJ reports from Manama.

According to an unaudited financial statement, the bank's operating income increased 7 per cent to SR736.93m. Loan loss provisions were 41 per cent higher at SR56.72m.

A lower rate than that available in Mexico. The notes can be issued with maturities from 30 days to 10 years.

The offering is expected to be followed by other Mexican companies keen to sell peso-denominated, rather than dollar, debt to foreign investors. While the Mexican government has tapped foreign interest in high-yielding peso treasury bonds, Mexican companies have up to now brought in foreign funds mainly by offering dollar-denominated debt.

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## Comalco lifts smelter stake by 20%

By Bruce Jacques in Sydney

COMALCO, the Australian aluminium producer, is to buy a further 20 per cent stake in the Boyne Island smelter in Queensland for about A\$200m (US\$136m) from Metall Aktiengesellschaft, the Austrian metals group.

The purchase would lift Comalco's interest in the smelter to 50 per cent and comes as the company is close to a decision on adding a new potline which would lift annual aluminium capacity by about 85 per cent.

Construction of the new potline, being considered despite the glut in world alu-

minum supplies, would add about 300,000 tonnes to the smelter's annual capacity of 230,000 tonnes of primary metal.

Mr Nick Stump, Comalco chief executive, said the proportion of ownership in the new potline was still under discussion with remaining shareholders - a consortium of five Japanese companies.

Arrangements also included arrangements for electric power for the smelter from the Gladstone power station, controlled by the Queensland government, and a decision was expected by the end of 1993.

One option being considered by the company is outright

purchase of the Gladstone power station. Comalco is also involved in talks on power supplies to the two other smelters it controls, at Bell Bay in Tasmania and at Tiwi Point in New Zealand.

This [purchase] decision is consistent with Comalco's previously announced strategy to concentrate its future investment in the upstream [bauxite to metal] sector of the aluminium industry," Mr Stump said.

"The additional supply will allow Comalco to service its increasing customer base in export markets."

Mr Stump said AMAG, which is controlled by the Austrian government, had expressed a

wish to end its interest in the smelter early this year as part of a plan to focus more closely on the company's European fabricating operations.

The smelter, which began production in 1989, operates under a consortium tolling arrangement with participants taking metal in line with their equity shares. AMAG has been a partner since 1989.

The acquisition includes AMAG's shares in the smelter, working capital and other funding obligations attached to the interest. The purchase price is subject to minor adjustments and to approval from the Foreign Investment Review Board.

## German steel groups hold tin plate talks

By Ariane Genillard in Bonn

THYSSEN STAHL and Krupp-Hoesch Stahl, Germany's two largest steel makers, yesterday confirmed that they were holding talks about co-operation in their tin plate divisions but denied any intention to merge their operations.

This follows a report in a Ruhr valley newspaper that the companies might consider merging their tin plate divisions to gain economies of scale and reduce costs.

Spokesmen from both companies said that talks regarding production, research and development were taking place but described them as routine.

Hoesch Stahl, which merged with Krupp Stahl at the beginning of the year, produces annually 300,000 tonnes of tin plate products in its Westfalenhütte plant in Dortmund.

Thyssen Stahl's Rasselstein subsidiary in Newied, near Koblenz, produces 700,000 tonnes of tin plate products a year.

## CSF to buy interest in Siemens unit

By John Riddings in Paris

THOMSON CSF, the French electronics group, is to buy part of the electronic tubes business of Siemens, the German engineering and electronics company.

The acquisition is part of Thomson's strategy of making European joint ventures to offset reduced defence expenditure and would consolidate its position in microwave tubes for telecommunications, a company spokesman said.

Thomson will buy Siemens' travelling wave tube and coaxial tube businesses.

Travelling wave tubes are used in telecommunications for radio links and earth stations while coaxial tubes are used in radar and television transmission.

## EIE to restructure 'on its own'

EIE International, a Japanese property developer weighed down with debts of Y700bn (\$4.3bn), plans to restructure without help from its main bank, Long-Term Credit Bank of Japan, Reuter reports from Tokyo.

On Monday, five leading Japanese banks said that they would halve lending to EIE. The break with the banks came after a dispute with LTCB which has Y150bn in loans outstanding to the company.

"We plan to restructure on our own," an official said. EIE would continue its important

restructuring programme as soon as possible. He was reported to be confident of EIE's restructuring since it "needs little new money to continue its business".

An LTCB spokesman said on Monday that even if the bank sets aside provisions against bad loans to EIE International, it will try to minimise the impact on earnings for 1993-1994 by selling its shareholdings.

He denied media reports that LTCB will set aside Y80bn to Y100bn in 1993-1994 in provisions against bad loans to EIE.

## Brierley sells gas utility holding

By Terry Hall in Wellington

BRIERLEY Investments has sold its remaining 50.3 per cent shareholding in Enerco, a New Zealand gas utility, for NZ\$55.6m (US\$32.2m).

Brierley sold a 30 per cent stake for NZ\$55.2m to a number of institutions and is selling the remaining 20.3 per cent to Natural Gas Corporation, the New Zealand utility, for NZ\$22.4m.

The shares are changing hands for NZ\$2.09, compared with a current market price of NZ\$2.25.

Enerco was publicly floated last year when Brierley sold a 30.4 per cent shareholding at NZ\$1.35 a share. A further placement of

19.2 per cent was made this March.

Mr Paul Collins, Brierley chief executive, said the sale of Enerco shares was in accordance with forecasts made in the Enerco flotation prospectus.

• Telecom Corporation, New Zealand's biggest company, yesterday had its credit rating downgraded to AA1 by Moody's Investment Services, the US credit rating agency.

Moody's said the downgrading was due to Telecom's announcement earlier this year that it intended lowering its cost of capital by reducing the number of shares on issue and moving to a higher debt gearing ratio.

Mr Jeff White, Telecom chief financial officer, said the company's new debt ratio of around 40 per cent would still be conservative.

Telecom is 60 per cent owned by Bell Atlantic and Ameritech of the US.

• New Zealand's Bancorp Holdings has bought Australian investment bank International Pacific Securities, which specialises in takeover and corporate advisory operations.

The new acquisition's operations dovetail with those of Bancorp's in the area of treasury and financial market advisory services, Bancorp said.

Bancorp is 47 per cent-owned by Public Bank Berhad, the Malaysian investment bank.

## Poles entice foreign bond investors

By Christopher Bobinski in Warsaw

A NEW general licence permitting automatic repatriation of interest earnings by foreigners which comes into force in Poland on July 15 aims to generate demand abroad for three-year treasury bonds as well as treasury bills.

The three-year bonds as well as the 25, 39 and 52-week treasury bills available to foreign investors since the middle of last year have met with minimal success since repatriation of earnings has required special central bank permits for each tranche.

The government has sought to place 7,000bn zloty (\$407m) worth of 100-year treasury bonds since last August but so far only 2,500bn zloty worth have been taken up by domestic investors.

In the first quarter of this year the annual yield on the three-year treasury bonds was 48 per cent while the country's current "crawling peg" mechanism is devaluing the zloty at a rate of 25 per cent a year. Year-on-year inflation is running at 36 per cent.

• Poland's first cement sector privatisation has taken place with the sale of the Odra works in Opole to Miebach Projektgesellschaft of Germany for DM6m (\$3.38m). Miebach plans to invest a further Dm13 to modernise the Polish plant.

## DIVIDEND NOTICE

### TO THE HOLDERS OF EUROPEAN DEPOSITORY RECEIPTS FOR COMMON STOCK OF TOSHIBA CORPORATION (FORMERLY TOKYO SHIBURA ELECTRIC COMPANY)

DESIGNATED COUPON NO. 90

(ACTION REQUIRED ON OR PRIOR TO OCTOBER 31, 1993)\*\*

Chemical Bank as Depository (the "Depository") under the Deposit Agreement dated as of February 15th 1970 among Tokyo Shibaura Electric Company Limited (the "Company"), the Depository and the holders of European Depository Receipts (the "Receipts") issued thereunder in respect of shares of Common Stock, par value 50 Yen per share of the Company (the "Common Stock"), HEREBY GIVES NOTICE of a dividend of 5 Yen per share of Common Stock.

The Dividend on the shares of Common Stock on record of Depositor with the Custodian under such Deposit Agreement, less a portion thereof withheld by the Company on account of Japanese taxes, has been received by the Custodian agent for the Depository, and paid to the Depository under the Deposit Agreement, has been deposited in United States Dollars in the amount of 100.20 United States Dollars.

The Depository has been advised by the Company that Japan is a party to international agreements with Australia, Bangladesh, Belgium, Bulgaria, Canada, CIS, Czechoslovakia, Denmark, Finland, France, The Federal Republic of Germany, Holland, India, Indonesia, Italy, Luxembourg, Malaysia, New Zealand, Norway, Singapore, Spain, Sweden, Switzerland, the United Arab Republic, the United Kingdom and the United States of America under which certain persons are entitled to 15% tax withholding rate on dividends such as the dividend in question. The persons so entitled include residents of such countries and companies organised thereunder meeting certain conditions relating to the carrying on of trade or business in Japan. Persons so entitled to a 15% tax withholding will be paid a dividend on which a 20% tax withholding rate will be applied.

• A definitive document to obtain tax withholding rate of 15% is necessary that the surrender of Coupon No. 90 is accompanied by a properly executed and signed receipt (copies of the form which are obtainable at the office of the Depository in London or at the Depository's Agent as to the residency and trade or business activities in Japan (if applicable) of the holder of Coupon No. 90. Such certificates may be forwarded by the Depository to the Company upon its request.

Payment in United States Dollars of the amount of the dividend payable will be made at the office of the Depository in London or at the office of any Depository's Agent listed below upon surrender of Coupon No. 90.

#### DEPOSITORY'S AGENTS

NAME	ADDRESS
Chemical Bank	Frankfurt, Germany
The Bank of Tokyo Limited	London, England
The Bank of Tokyo Limited	Paris, France
The Bank of Tokyo Limited	Brussels, Belgium
Pierson, Heldring & Pierson	Frankfurt, Germany
Banca Nazionale del Lavoro	Amsterdam, The Netherlands
Banca Nazionale del Lavoro	Rome, Italy
Kredietbank S.A. Luxembourg	Milan, Italy
	Luxembourg

The following table sets forth the amounts payable upon presentation of Coupon No. 90 from the various denominations of Receipts.

Coupon No. 90 Detached From Receipts of Denomination of:	Dividend Payable (less 15% Japanese withholding tax)
1 Depositary Share	\$1.95
10 Depositary Shares	\$19.50
20 Depositary Shares	

## INTERNATIONAL COMPANIES AND FINANCE

Strong performances from financial services and power systems

## GE ahead at \$1.3bn for quarter

By Martin Dickson  
in New York

GENERAL Electric, the diversified US manufacturing and services group, yesterday reported a 10 per cent increase in net earnings for the second quarter.

The group benefited from strong operating performances at its financial services and power systems businesses.

The company reported earnings of \$1.35bn, or \$1.56 a share, compared with \$1.21bn, or \$1.42, in the same period of last year.

Revenues rose by 4 per cent to \$14.8bn.

The figures were slightly ahead of the Wall Street consensus and GE shares stood 3% higher at \$97.75 in lunchtime trading on the New York Stock Exchange.

## Puma slips to DM12.6m loss, omits dividend

PUMA, the troubled German-based sports goods manufacturer, suffered a DM12.6m (\$7.2m) loss in 1992 writes Arman Genillard in Bonn.

The company recorded a small profit in 1991 after five consecutive years of losses. It confirmed that there would be no 1992 dividend.

Group sales for 1992 fell from DM57.1m to DM512.9m.

Including licensed sales, worldwide sales for the Puma label were DM1.17bn last year, down from DM1.29bn in 1991.

Mr Jochen Zeitz, the group's chief executive, said that the company had suffered from the decline in the price of sportswear and high marketing costs.

The quarter's results were distorted by the company's disposal of its aerospace business in April to Martin Marietta, also of the US.

It recorded a \$57.8m, or 79 cents a share, after-tax gain on the sale which Mr Jack Welch, the chairman, said had been used to fund restructuring operations to enhance operations.

The one-time restructuring charge of 79 cents a share was classified as a reduction of continuing operations and the gain on the sale was classified as an increase in discontinued operations.

This meant that net earnings from continuing operations totalled \$856m, or 77 cents a share, down 42 per cent, in spite of the 10 per cent gain at the net level.

Mr Welch said that the oper-



Jack Welch: operating margin for period at record 14.2%

ations margin for the quarter was a record 14.2 per cent, compared with 12.8 per cent a year ago.

Earnings at GE Capital Services, the financial services group, were 19 per cent ahead of 1992, with 16 of its 23 subsidiaries having record first-half earnings, including Kidder Peabody, its once-troubled securities house.

Power systems recorded "much higher" on-going operating profit on higher revenues due to a strong performance by the power generation business.

Aircraft engines had flat operating profits on a considerable drop in revenues.

However, the company said that lower shipments of engines and spare parts were somewhat mitigated by revenues associated with the consolidation of a recently-acquired engine maintenance and management services business in Wales.

## Revenues at Ciga fall by 4.9%

By Helga Simonian  
in Milan

CIGA, the troubled luxury hotels chain which is controlled by the Aga Khan, suffered a 4.9 per cent fall in revenues in the first half as the restructure bit into occupancy rates.

Turnover fell to L206.8bn (\$88m) from L217.6bn, with the steepest fall in Spain where room occupancy sank to just 38 per cent.

By contrast, sales and occupancy in the big Italian market improved slightly.

Ciga's latest figures come as a Milan judge decides today whether to approve a court order in late May freezing the Aga Khan's stake in Ciga, which is held through his

quoted Fimpal holding company. The court decision, postponed from early June, follows a legal action by the Aga Khan, subsidiary of the IMI financial services group, which led to a \$100m loan to Fimpal.

As a result of the freeze, trading in Ciga and Fimpal shares has been suspended for the past seven weeks. Ciga's shareholders' meeting yesterday elected two court-appointed representatives to its board, which has been slimmed down to seven from 12 members.

The two members will represent the IMI-led bank consortium pending resolution of the dispute.

Ciga gave no precise earnings forecast for this year in view of the difficult trading conditions. However, it said that it expected operating earnings to be in line with the L23.5bn made before interest in 1992.

Having reduced costs to ensure break-even at occupancy levels of about 50 per cent, the group maintained it was well placed to benefit from any recovery.

Net group debts reached L1.101bn, including unpaid interest, at the end of last month against L572bn at the end of December 1992.

Financial charges amounted to L19.3bn in 1992, with interest costs accounting for about L125bn and an additional burden of L71bn arising from the effect of the lira devaluation on Ciga's foreign currency borrowings.

*This announcement is neither an offer to exchange nor a solicitation of an offer to exchange any securities. The Exchange Offer described below is made solely by the Offering Circular and Consent Solicitation dated July 8, 1993 and the related Letter of Transmittal and is being made to all holders of GLENFED Debentures. The Exchange Offer will not be made to (nor will tenders be accepted from, or on behalf of) the holders of GLENFED Debentures residing in any jurisdiction where the Exchange Offer would not be in compliance with applicable law. In any jurisdiction where the securities, blue sky or other laws require the Exchange Offer to be made by a licensed broker or dealer, the Exchange Offer will be deemed to be made on behalf of Glendale Federal by The First Boston Corporation or one or more registered brokers or dealers licensed under the laws of such jurisdiction. This notice is to holders of the GLENFED Debentures only and is not calculated to lead directly or indirectly to any other person acting on its contents.*

## NOTICE OF EXCHANGE OFFER AND PROPOSED MERGER, RECLASSIFICATION, RIGHTS OFFERING AND ADDITIONAL PREFERRED STOCK OFFERING

TO THE HOLDERS OF  
GLENFED, Inc.

## 7.75% Convertible Subordinated Debentures Due 2001

Notice pursuant to Section 1206 of the Indenture dated as of March 15, 1986, between GLENFED, Inc. ("GLENFED") and Chemical Bank, as successor by merger to Manufacturers Hanover Trust Company (the "Indenture"), under which the 7.75% Convertible Subordinated Debentures Due 2001 (the "GLENFED Debentures") of GLENFED were issued, is hereby given of the following:

- GLENFED and Glendale Federal Bank, Federal Savings Bank, the principal subsidiary of GLENFED ("Glendale Federal" or the "Bank"), are undertaking a comprehensive financial Plan of Reorganization (the "Reorganization Plan") to address the current regulatory capital deficiencies of the Bank.
- In connection with the Reorganization Plan, Glendale Federal is offering (the "Exchange Offer"), upon the terms and subject to the conditions set forth in the Bank's Offering Circular and Consent to Waiver, for each \$1,000 principal amount of GLENFED Debentures (i) to issue 49 shares of common stock, par value \$1.00 per share, of the Bank (the "Bank Common Stock") and 16.68 transferable rights (the "Rights") to purchase additional shares of Bank Common Stock at an exercise price currently anticipated to be \$10.00 per share and (ii) to pay in cash interest that became due and payable on the GLENFED Debentures as of March 15, 1993. As part of the Exchange Offer, the Bank is requiring tendering holders of the GLENFED Debentures ("Debentureholders") to consent to certain proposed amendments to the Indenture (the "Debt Amendment") and to give certain waivers, all as more fully set forth in the Offering Circular.
- The principal transactions provided for in the Reorganization Plan are collectively referred to in the Offering Circular as the "Recapitalization" and are (i) the Exchange Offer, (ii) the merger (the "Merger") of GLENFED with and into Glendale Investment Corporation, a wholly owned subsidiary of the Bank ("Bank Sub"), (iii) the reclassification (the "Reclassification") of the outstanding Bank Preferred Stock into a new series of Bank Preferred Stock, (iv) an offering of up to \$300 million of Bank Common Stock (the "Rights Offering") to be made pursuant to the Rights issued to the holders of the common stock, \$1.00 par value per share, of GLENFED ("GLENFED Common Stock") of record at the effective time of the Merger, the Debentureholders who tender into the Exchange Offer and the holders of outstanding Bank Preferred Stock that is reclassified pursuant to the Reclassification and to the transferees of the Rights issued to each of the foregoing and certain institutional and other investors and (v) an additional offering of \$125 million of equity securities of the Bank, which are expected to consist of an additional new series of Bank Preferred Stock (the "Additional Offering"). The offering of shares of Bank Common Stock pursuant to the Merger and the Rights Offering, and the offering of Bank Preferred Stock pursuant to the Reclassification and the Additional Offering, will be made only by means of offering circulars filed with the United States Office of Thrift Supervision (the "OTS").
- As a result of the Merger: (i) Bank Sub will succeed to the business, assets and liabilities of GLENFED, (ii) each outstanding share of GLENFED Common Stock will automatically be converted into 0.04 shares of Bank Common Stock and 0.22 Rights, and (iii) the GLENFED Debentures that are not tendered in the Exchange Offer, as modified by the Debenture Amendments, will remain outstanding as obligations of Bank Sub only and not of the Bank.
- THE BANK IS SUBJECT TO A DIRECTIVE FROM THE OTS THAT REQUIRES, AMONG OTHER THINGS, THAT THE EXCHANGE OFFER AND THE OTHER TRANSACTIONS THAT COMprise THE RECAPITALIZATION BE COMPLETED BY NO LATER THAN AUGUST 31, 1993. IF THE EXCHANGE OFFER AND THE OTHER TRANSACTIONS COMPRISING THE RECAPITALIZATION ARE NOT COMPLETED AND THE BANK IS UNABLE TO COMPLY WITH THE REGULATORY CAPITAL REQUIREMENTS IMPOSED BY THE OTS, THE BANK MAY BECOME SUBJECT TO THE APPOINTMENT OF A CONSERVATOR OR RECEIVER, WHICH COULD SEVERELY IMPAIR OR RENDER WORTHLESS THE VALUE OF THE GLENFED DEBENTURES.
- THE EXCHANGE OFFER IS CONDITIONED UPON, AMONG OTHER THINGS: (i) AT LEAST 90% IN AGGREGATE PRINCIPAL AMOUNT OF THE OUTSTANDING GLENFED DEBENTURES BEING VALIDLY TENDERED PURSUANT TO THE EXCHANGE OFFER AND NOT WITHDRAWN PRIOR TO THE EXPIRATION DATE STATED BELOW; (ii) APPROVAL OF THE REORGANIZATION PLAN (INCLUDING THE MERGER) BY THE STOCKHOLDERS OF GLENFED; (iii) CONSUMMATION OF THE MERGER AND SATISFACTION OF THE CONDITIONS TO EACH OF THE OTHER TRANSACTIONS COMPRISING THE RECAPITALIZATION; AND (iv) APPROVAL OF THE MATERIAL TERMS OF THE RECAPITALIZATION BY THE OTS, WHICH IS THE PRIMARY UNITED STATES REGULATOR OF THE BANK.
- THE EXCHANGE OFFER WILL EXPIRE AT 12:00 MIDNIGHT, NEW YORK CITY TIME, ON AUGUST 4, 1993, UNLESS EXTENDED.
- It is expected that the Merger will become effective between August 4, 1993 and August 31, 1993.
- If the Exchange Offer is consummated, the GLENFED Debentures are expected to be delisted from the Luxembourg Stock Exchange.
- Holders of GLENFED Debentures are strongly encouraged to obtain copies of the Offering Circular to understand the terms of the Exchange Offer and the implications of tendering or not tendering into the Exchange Offer. Copies of the Offering Circular are available for review from the Dealer Manager, the Information Agent, CEDEL S.A. and Euroclear System, at the addresses listed below.

**The Dealer Manager:**  
The First Boston Corporation  
Park Avenue Plaza  
55 East 52nd Street  
New York, New York 10055  
0101 212 909-3742 (Call Collect)

**The Information Agent:**  
Chemical Bank  
c/o Morgan Price  
Corporate Paying Agency  
Chemical Bank House  
180 Strand  
London  
WC2R 1EX  
4471 380-5545 (Call Collect)

**Book Entry Transfer Facilities:**  
CEDEL S.A.  
67, Bd Grand-Duchesse  
Charlotte  
L-1010 Luxembourg  
352 44-99-2446

**Euroclear System:**  
151 Blvd. Emile Jacquemain B1210  
Brussels, Belgium  
322 224-1211

or  
450 West 33rd Street  
New York, New York 10001  
0101 212 613-7618 (Call Collect)

## AT&amp;T's new battle call in US phone war

By Martin Dickson

AN INTENSE marketing battle between American Telephone & Telegraph and MCI Communications for US long-distance telephone customers took a novel turn yesterday when AT&T trumpeted it had invented a method of "dramatically improving" the sound quality of calls over its network.

Power systems recorded "much higher" on-going operating profit on higher revenues due to a strong performance by the power generation business.

Aircraft engines had flat operating profits on a considerable drop in revenues.

However, the company said that lower shipments of engines and spare parts were somewhat mitigated by revenues associated with the consolidation of a recently-acquired engine maintenance and management services business in Wales.

The new sound - called TrueVoice - is the latest of many attempts by America's largest long-distance operators - AT&T, MCI and Sprint - to add brand value to what is essentially a commodity service.

As if to underline that point, some of AT&T's self-promotion similar to an advertisement for toothpaste or pet food.

Mr Merrill Tatton, president of the group's consumer communications services, said research studies of AT&T, Sprint and MCI customers had shown that "eight out of 10 people surveyed preferred the sound quality of AT&T TrueVoice to current long-distance sound quality".

He claimed that TrueVoice "does for the telecommunications industry what the digital compact disc did for the recording business".

However, some journalists who were among the first to hear the new system felt it if did represent any improvement in sound quality, then this was incremental rather than a fundamental breakthrough.

AT&T, the largest US long distance company, certainly needs to bolster its market position, for MCI, the second largest carrier, has been taking share from it through marketing initiatives.

MCI has about 18 per cent of the long distance market, against 50 per cent for AT&T and 9 per cent for Sprint.

AT&T said it would begin introducing TrueVoice in some parts of the US in September and would complete deployment across the nation by the end of 1994.

## Merrill Lynch posts 53% rise to \$345m at halfway

By Patrick Harverson  
in New York

THE BIG Wall Street securities house Merrill Lynch yesterday announced a 53 per cent jump in second-quarter profits to a record \$345m, on total revenues of \$5.97bn.

The second strong quarter took the firm's six-month earnings total to \$897m, well ahead of the \$442.7m reported in the first half of 1992.

Over the past two years Wall Street has enjoyed an unprecedented boom in stockbroking and investment banking business because of low US interest rates and heavy demand from investors for stocks and bonds.

The firm is the largest retail broker in the US, and in the second quarter its commission revenues (including commissions from the sale of mutual funds) totalled \$865m, up from

\$568.8m in the same period a year ago.

Merrill also leads Wall Street in stock and bond underwriting with an 18.4 per cent share of the domestic market, and earnings from investment banking climbed 4 per cent in the quarter to \$144m, due primarily to higher revenues from corporate debt underwritings.

As one of the country's largest asset managers, with \$148bn of client assets under fee-based management and more than \$500m in total client assets in the firm's custody, Merrill earned \$540m in asset management and custodial fees, up 11 per cent from a year earlier.

Its largest source of income, however, remained principal transactions - the trading of its clients and its own account - which rose 23 per cent to \$233.9m as investor demand for securities products remained strong.

Earnings from principal transactions - the firm's trading for its clients and its own account - climbed 8 per cent to \$182.7m, while investment banking revenues edged 5 per cent higher to \$55.8m.

Asset management revenues, meanwhile, rose 19 per cent to \$77.4m as client assets under PaineWebber's control climbed from \$107.4bn a year ago to \$127.8bn. Net interest income

rose 19 per cent to \$328.1m. Non-interest expenses were \$539.2m, up sharply from a year earlier because of a big rise in performance-related employee compensation.

The results had little impact on PaineWebber's shares, which eased 3/4 to \$29 before the close in New York. In spite of the decline, the stock remained close to its 52-week high.

● Bear Stearns, the Wall Street securities house, yesterday announced the appointment of Mr James Cayne, the firm's president, as chief executive.

Earnings from principal transactions - the firm's trading for its clients and its own account - climbed 8 per cent to \$182.7m, while investment banking revenues edged 5 per cent higher to \$55.8m.

Asset management revenues, meanwhile, rose 19 per cent to \$77.4m as client assets under PaineWebber's control climbed from \$107.4bn a year ago to \$127.8bn. Net interest income

## PaineWebber advances 30%

By Patrick Harverson

PAINEWEBBER, the US securities house, yesterday reported that second-quarter profits climbed to \$59.3m, up 30 per cent on the \$45.8m earned in the same period a year ago.

Revenues in the three months totalled \$886.5m, compared with \$821.7m in the second quarter of 1992.

The strong quarter took PaineWebber's half-year profits to a record \$130.2m. In the first six months of 1992 it earned \$120.1m.

PaineWebber said revenues from its four main areas of business - brokerage commissions, principal transactions, investment banking and asset

management - all rose during the quarter.

The biggest contribution, apart from interest income, came from commission revenues, which rose 23 per cent to \$233.9m as investor demand for securities products remained strong.

Earnings from principal transactions - the firm's trading for its clients and its own account - remained close to its 52-week high.

● Bear Stearns, the Wall Street securities house, yesterday announced the appointment of Mr James Cayne, the firm's president, as chief executive.

The general systems group, which includes telecommunications equipment, had sales of \$1.18bn, up 40 per cent from the second quarter of 1992.

In the communications segment, including land mobile products and the paging and wireless data group, sales rose 22 per cent to \$1.13bn.

Demand for Motorola's semiconductor, communications products and electronic equipment continued to increase throughout most of the world, even in regions such as Europe, where economic conditions remain sluggish, said Mr George Fisher, chairman and chief executive.

## INTERNATIONAL CAPITAL MARKETS

## Gilt shrug off 1.8% rise in manufacturing output

By Peter John in London and

Patrick Harverson in New York

THE LATEST batch of UK economic data may have suggested that a recovery was in full swing but the gilt market failed to react accordingly, and was only slightly lower on the day.

Ultra long-dated gilt yields were at their lowest for more than 20 years when trading began yesterday morning.

News that manufacturing output had risen by 1.8 per cent in May against market expectations of only 0.3 per cent should have provided a

bank holiday. This dampened the enthusiasm and gilt prices rose again.

Although the futures contract closed at 107.9, most dealers said the slide was testing buying interest and reflecting the weakness in Europe rather than a fundamental shift in economic opinion.

Gilts have been rising steadily since May and the lack of volatility may mean buyers have found few opportunities to get into the market. Therefore, there was still strong demand. Mr Andy Tweed, gilt specialist with BZW, said: "Each time the market came back we saw buyers."

Mr Ian Shepherdson, UK economist with Midland Global Markets, said: "The market had been expecting a moderate increase in output and it got a staggering increase. The trend is undeniably upwards but the market does not believe the underlying trend to be as strong as these figures suggest."

The price of 15-year gilts eased only 1% to 103% and dealers said there was switching into index-linked gilts, which have been left behind.

## GOVERNMENT BONDS

perfect opportunity to take profits. That argument could have been strengthened by the weakness of government bond markets in mainland Europe.

There was a knee-jerk reaction and September gilt futures tumbled 1% to 103 after the data was released.

However, the Central Statistics Office said the data had been distorted by the late May

FT FIXED INTEREST INDICES

	July 13	July 12	July 9	July 8	July 7	Year ago	High	Low
Govt Secs (M)	97.00	96.08	97.88	97.98	97.97	98.00	98.08	93.98
Fund interest	116.53	116.21	116.50	115.90	115.92	110.25	116.53	105.07
Base 100 Government Securities 15/1995 Fund Interest 1995								
* For 1993. Government Securities High yield compilation: 127.40 Bt/US, low 49.18 Bt/US								
Fund Interest High yield compilation: 127.40 Bt/US, low 49.18 Bt/US								

\* 30-day moving average. \*\* 30-day moving average. \*\*\* 30-day moving average.

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\*\*\* 30-day moving average.

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## COMPANY NEWS: UK AND IRELAND

Objectives achieved as acquisition of Dowty IT business gives the group international status

## Cray Electronics pushes up profits to £29m

By Paul Taylor

CRAY Electronics Holdings, the Berkshire-based data communications and software systems group which acquired the Dowty information technology division from TI for £50m in August last year, yesterday reported sharply higher profits for the year ended April 30 1993.

Swollen by the Dowty acquisition, profits on disposals and foreign exchange as well as margin improvements and organic growth, pre-tax profits jumped from 2.35m to 2.3m.

Earnings per share were 13.8p (1.9p) and the recommended final dividend is increased to 1p (0.5p) making a

total of 1.5p (0.5p).

As expected the results will trigger the final tranche of a three-part share option based incentive bonus pack, worth in total about 2.7m.

The package will be shared by former chairman Sir Peter Michael, his successor Mr Roger Holland, Mr Jeff Harrison, finance director, and Mr Jon Richards, managing director, each of whom invested 2.750,000 in the stock at 50p a share when they took over in 1988.

Mr Holland, who succeeded Sir Peter last month, said: "Our objectives of improving profit margins, increasing exports and consolidation in the growth sectors of information

technology have been achieved."

Turnover increased to £200.8m (£84.6m) including a 40 per cent increase in turnover from continuing operations to £90.4m (£64.6m) and 2.7m attributable to Dowty.

Continuing operations generated 2.1m (£3.22m) of operating profits in addition to the 2.7m of profits attributable to the acquisition and £322,000 (£2.14m) from discontinued operations.

After paying 2.871,000 (£2.61m) in interest charges the company reported "normal trading profits" of 2.1m, slightly higher than most forecasts. An additional 2.43m in realised foreign exchange profits

made total profits on ordinary activities of 2.21m (£2.74m).

Pre-tax profits were further boosted by exceptional profits on disposals which with a £12.6m gain on the sale of Marvern Instruments partly offset by a £4.56m loss on other items.

At the divisional level, Cray Communications, which now incorporates most of the Dowty business, emerged as the largest and most profitable division within the company with profits of £12.7m on turnover of £127m representing almost 70 per cent of the total. The Dowty data communications companies accounted for 2.7m of the profits and 2.97m of the divisional turnover.

### COMMENT

The acquisition of the Dowty IT business has transformed Cray Electronics into an international force in the fast growing market for data communications equipment. The business has been quickly integrated but there is still room to push up margins in the combined communications division. The balance sheet is solid with 2.1m in net cash at the year end and pre-tax profits should reach 2.25m this year producing earnings of 8.7p per share. The shares slipped 6.4p yesterday to close at 15.6p and therefore trade on a lofty prospective p/e of 17.9.

## Pressure builds on Spring Ram chief

By Andrew Bolger

PRESSURE IS mounting on Mr Bill Rooney, chairman and chief executive of Spring Ram, the bathrooms and kitchens group which has seen its share price plunge after three profits warnings within eight months.

Institutions led by the Prudential Corporation, Spring Ram's biggest shareholder, are now believed to have the support of 35 per cent of the shareholders for their demand that Mr Rooney resign from the company which he co-founded.

Mr Rooney will be under intense pressure to stand down at a board meeting of Spring Ram today. He has said he would be prepared to give up the role of chairman or chief executive, but not both positions.

Company sources have suggested that other executive directors would not be prepared to work with an imposed chairman.

However, institutional investors believe that they would fall in line with the wishes of shareholders, in spite of their loyalty to Mr Rooney.

A key role is likely to be played at today's meeting by Mr Roy Barber, Spring Ram's only non-executive director. A specialist in reviving financially troubled companies, Mr Barber was appointed in April following the first bout of pressure from the Prudential.

Mr Rooney and his family trust own 16 per cent of the group's shares. Other large stakeholders are Baillie Gifford with 6.8 per cent and Schroders with 3.5 per cent.

## Increased investment helps Savills to £1.4m

By Catherine Milton

AN INCREASE of one third in property investment by institutions and cost-cutting helped Savills, the surveyor and estate agent, return pre-tax profits of £1.44m for the 12 months to April 30, against losses of

£2.25m last time. A final dividend of 2p is proposed for a total of 3p, against the 2p interim last time when the final was passed.

Cash flow and retained profit allowed borrowings to be reduced to £3.11m (£6.11m) at the period-end. Gearing fell from 79 to 37 per cent. Turnover emerged at £89.3m (£40.9m) and operating profits were £1.7m (losses £1.32m). Interest payable was down at £495,000 (£566,000).

Some 85 per cent of the group's output goes to wholesale with the balance being sold through JV's own retail outlets. At the end of April, it had 23 stand-alone stores, three down on last time, and having added 41 over the year, there were 46 concessions within other stores.

Mr Heald said that as a result of the mark-down policy, JV was now "very clean" on stock - it was down at £4.6m (£5m), the lowest since April 1989.

Earnings were 8.8p per share, against losses of 40.6p last time. A final dividend of 2p is proposed for a total of 3p, against the 2p interim last time when the final was passed.

A final dividend of 1p is proposed; directors omitted the interim having made no payment in the year to April 1992.

Earnings per share were 2.2p compared with losses of 6.5p.

Group turnover rose to £25.3m (£23.7m). Mr George Inge, chairman, said: "Generally, the mood is improved on a year ago although economic uncertainty continues to dampen market confidence."

### NEWS DIGEST

## Colorvision advances to £1.78m

COLORVISION, the retailer of television, video recorders and camcorders, lifted pre-tax profits to £1.78m for the year ended March 31.

That compared with £24,000 for the previous 12 months which was struck after an exceptional charge of £208,000.

Turnover rose from £59.3m to £64.5m.

Having changed the year-end date the accounts showed turnover of £88.5m and profits of £2.03m for the 18 month period ended March 31 1992.

In line with the forecast made in January, directors are recommending a final distribution of 3.1p (2.5p) to make a 5.6p total.

The total was unchanged compared with the previous 12 months but was against 8.1p for the 18 month period.

Heiton

Heiton Holdings, the Dublin-based steel stockholder, builders' merchant and retailing group, reported a 21 per cent increase in pre-tax profits, from £1.48m to £1.75m

(\$1.65m), in the year to April 30.

The outcome was achieved on turnover up from £55.8m to £61.7m and included 16 months trading for Hollington Company (Atlantic Homecare).

A final dividend of 1.35p is proposed, maintaining the total at 2p.

### Faber and Faber

Profits of Faber and Faber, the independent publisher, rose from £267,000 to £330,000 pre-tax for the year to end-March.

The growth was achieved despite first half trading conditions which many in the book trade saw as the worst in living memory. The second half showed a marked improvement.

### Farepak

Farepak, the USM-quoted mail order distributor and food processor, intends to seek an introduction to the main market.

To comply with the Stock Exchange's principal outstanding requirement for listing - that a minimum of 25 per cent of the company's shares be in public hands - family interests of Mr Bob Johnson, chairman, will place 2.05m shares with institutional investors via Hoare Govett Securities.

The shares rose 10p to 300p yesterday.

### HYPY FOREIGN & COLONIAL PORTFOLIOS FUND

Société d'investissement à capital variable

Registered Office: Luxembourg, 14, rue Aldringen  
Commercial Register: Luxembourg Section B no 25.570

### NOTICE OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Annual General Meeting of Shareholders of HYPO FOREIGN & COLONIAL PORTFOLIOS FUND, SICAV, will be held at its registered office in Luxembourg, 14, rue Aldringen, on July 22nd, 1993 at 11.30 a.m. for the purpose of considering and voting upon the following matters:

- To hear and accept:
  - the management report of the directors
  - the report of the auditor
- To approve the statement of net assets and the statement of operations and changes in net assets for the period ended March 31st, 1993 and to consider declaration of dividends.
- To discharge the directors and the auditor with respect to their performance of duties during the period ended March 31st, 1993.
- To elect the directors to serve until the next annual general meeting of shareholders.
- To elect the auditor to serve until the next annual general meeting of shareholders.
- Any other business.

The shareholders are advised that no quorum for the statutory general meeting is required and that decisions will be taken at the majority of the shares present or represented at the meeting.

In order to take part at the statutory meeting of July 22nd, 1993, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the registered office of the Fund, 14, rue Aldringen, Luxembourg, or with the following bank:

Banque Générale du Luxembourg S.A.  
14, rue Aldringen  
L-1118 LUXEMBOURG

The Board of Directors

## Bank of Ireland sells stake in Greencore

By Roland Rudd

THE BANK of Ireland, one of the Republic's two leading clearing banks, has sold its stake in Greencore only months after the Irish government had difficulty in placing its holding.

Greencore's stockbrokers, Natwest Securities and NCB stockbrokers, sold the bank's 9.6m shares in the sugar, milling and malting group at 300p apiece, making it a 12.4m (£2.25m) profit.

The bank acquired the shares in May when Davy Stockbrokers had difficulty in placing the government's 30.4 per cent stake in Greencore.

It rescued the sale of the government's holding by stepping in and buying the 11.6 per cent

holding at 275p a share. Davy is a subsidiary of the bank.

Mr Kevin O'Sullivan, Greencore's finance director, said: "This shows there is no problem with the company or in placing its shares. Any problems in the past must have been with the government or its brokers."

The Irish Stock Exchange responded by launching an investigation into the placing of the government's holding which has been completed but has yet to be published.

The bank was originally forced to sell the shares because another of its subsidiaries, the Investment Bank of Ireland, held 15 per cent of Greencore - the maximum allowed under the company's articles of association.

## Great Portland to review management agent fees

GREAT PORTLAND Estates, the UK's sixth largest property group, is to review a long-standing arrangement by which it pays management fees to a company fully owned by Mr Richard Peiskin, the group's chairman and chief executive, writes Andrew Bolger.

In the year to March, the property company paid fees of 2.5m to the management agent, Basil & Howard Samuel,

## Low demand pushes Wyko into the red

By Paul Chesseright, Midlands Correspondent

WYKO, the distributor and manufacturer of bearings and power transmission components, ended what it called "the most unrewarding and difficult year in the group's history" with a pre-tax loss of £30,000.

That compared with profits of £1.38m for the previous year to April 30. Losses per share were 0.5p, against earnings of 2.37p; a final dividend of 0.5p brings the total to 1p (2.6p).

Wyko's downturn in fortunes has come late in the business cycle. It is now in the middle of a retrenchment programme of type which has become familiar in Midlands industry. Last year the payroll was cut from 1,060 to 962; there will be a further fall this year.

Both the distribution and manufacturing divisions contend with low demand, severe pressure on margins and an erratic pattern of trade which made - and still makes - business planning difficult.

Turnover was slightly higher at £57.4m, against £55.6m, reflecting a full contribution from EW Bearings, the distribution business, but disguising the disappearance of £5.13m of business on the disposal of Wyko Power Plant Gears in April 1992.

One analyst said last week's announcement of a £3.5m placing and open offer by rival operator CrestaCare had weakened demand for the stock.

The company's flotation is the first in a recent slate of nursing home listings to disappoint the market. The offer was more than twice oversubscribed and applications were scaled down.

Mr Heald said that as a result of the mark-down policy, JV was now "very clean" on stock - it was down at £4.6m (£5m), the lowest since April 1989.

Earnings were 8.8p per share, against losses of 40.6p last time. A final dividend of 2p is proposed for a total of 3p, against the 2p interim last time when the final was passed.

A final dividend of 1p is proposed; directors omitted the interim having made no payment in the year to April 1992.

Earnings per share were 2.2p compared with losses of 6.5p.

Group turnover rose to £25.3m (£23.7m). Mr George Inge, chairman, said: "Generally, the mood is improved on a year ago although economic uncertainty continues to dampen market confidence."

## Jacques Vert back in black

By Peter Pearce

JACQUES VERT turned losses of £4.65m into pre-tax profits of £1.03m in the year to April 24, as the women's fashion wear group reverted to its core activities.

Mr Malcolm Heald, finance director, said that margins had "crept upon continuing operations", but that the turnaround was due to elimination of loss-makers.

The board took the decision to restructure at the end of the last financial year; since then Alain Cannelle has been closed, the 51 per cent stake in L'Anglaise sold and JV's part of the Ben de Lisi joint venture sold to Mr de Lisi.

Mr Heald said that the group was now able to trade profitably even if the economic climate did not improve, but it might have to look for more cuts if there was a third dip to the recession.

## Disappointing start for Court Cavendish

By Catherine Milton

Shares in Court Cavendish, the UK nursing home operator, ended the first day of trading at 207p compared with an issue price of 225p.

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## Takeover Panel chief expresses fears over European Directive

This advertisement describes briefly Dunedin Japan Investment Trust PLC and the Offer. It contains information in summary form and has been derived from, and should be read in conjunction with, the listing particulars dated 12th July, 1993 ("the listing particulars") relating to the Company. The Company is incorporated in Scotland under the Companies Act 1985, with registered number 145417. A copy of the listing particulars has been delivered to the Registrar of Companies in Scotland for registration in accordance with section 149 of the FSA and copies are available at the address set out in this document until 23rd July, 1993 and for collection only from the Company Announcements Office of the London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, off Bartholomew Lane, London EC2N 1HP during normal business hours until 15th July, 1993. The London Stock Exchange has authorised the issue of this document under section 154(1)(b) of the FSA without approving its contents.

The Directors, whose names are set out in this document, are satisfied that this document contains a fair summary of the key information set out in the listing particulars. However, in applying for Units, you will be treated as applying on the basis of the information in the listing particulars and on the terms and conditions of application set out therein. Before deciding to apply for Units, you are advised to read the listing particulars and, if you are in any doubt about the action you should take, to consult an independent financial adviser authorised under the FSA.

In connection with the Offer, UBS Limited is acting for Dunedin Japan Investment Trust PLC and is not acting for any other person and will not be responsible to any other person for providing the protections afforded to customers of UBS Limited or advising any other person in relation to the Offer.

Application has been made to the London Stock Exchange for all of the Ordinary Shares and Warrants issued and to be issued to be admitted to the Official List. It is expected that listing will become effective and that dealings in the Ordinary Shares and Warrants will commence separately on 30th July, 1993.

# DUNEDIN JAPAN INVESTMENT TRUST PLC

## Placing and Offer for Subscription by UBS Limited of up to 8 million Units (each Unit comprising 5 Ordinary Shares with 1 Warrant attached)

at 500p per Unit payable in full upon application

### EXPECTED TIMETABLE

Latest time for receipt of Application Form	10.00 am Friday 23rd July, 1993
Start of allocation announced	Monday 26th July, 1993
Ordinary Shares and Warrant certificates despatched	Thursday 29th July, 1993
Dealings in the Ordinary Shares and Warrants due to commence	Friday 30th July, 1993

### APPLICATION

An Application Form and a guide to the Application Form are set out in this document. The minimum application for Units Applications for a greater number must be made in multiples of 10 Units. Details of when to send the completed Application Form are set out in the guide to the Application Form.

### INTRODUCTION

**The Company**  
Dunedin Japan Investment Trust PLC is a new investment trust, with the objective of achieving above-average long term capital growth by investing in a diversified portfolio of Japanese equities.

Dunedin has a simple structure consisting of Ordinary Shares and Warrants which will be listed separately on the London Stock Exchange. Each Warrant entitles the holder to 1 Ordinary Share in any of the years 1993 to 1999, at a price of 100p per share.

It is intended that the Company will be managed so as to satisfy the conditions for approval by the Inland Revenue as an investment trust.

### The Manager

Dunedin is one of the larger managers of investment trusts in the United Kingdom, in terms of fund management, with approximately £1.7 billion of assets in trust. Total funds under management exceed £3.0 billion, with approximately £400 million invested in Japanese equities.

Dunedin is currently focusing on companies which can show above-average profit growth through diversification and cost-cutting and those whose profit margins can increase as the economy recovers.

Dunedin has a team of four Japanese stock market specialists, two in Edinburgh and two in Tokyo. In 1992, the team visited over 150 Japanese companies. Visits are made to the best companies as well as to under-researched companies.

The team will be managed by Nigel Barry and his team, who have established an excellent long term track record in the Japanese equity markets through Dunedin Japan Growth Unit Trust and Dunedin Japan Smaller Companies Unit Trust as indicated below:

	Over 1 year	From 1 month*
Dunedin Japan Smaller Companies Unit Trust	+84.1%	+16.0%
Japanese Unit Trust Sector Average	+73.1%	+21.4%
Tokyo New Stock Exchange Index (Y)	+12.3%	+194.3%
Tokyo Second Section Index (S)	+80.0%	+149.3%

\*October 1992. Since 1st April 1993 to offer, to 1.7.93.

Note: (1) Past performance may not be a guide to future performance.  
(2) Figures are Sterling adjusted and on the basis of net income re-invested.

### INVESTMENT IN JAPAN

The Directors believe that the following factors based on their expectations, are indicative of the current attractions of investment in Japanese equities:

By cutting official interest rates to exceptionally low levels and by adopting a sensible fiscal policy, the Japanese authorities have now set a framework within which economic recovery can begin and after two years of slowdown the Japanese economy is showing early signs of recovery.

In the fiscal year to March 1993 the economy is expected to have grown by approximately 1 per cent, but as a result of government measures it is expected that the economy should grow by 2 per cent, in the fiscal year to March 1994, accelerating to over 3 per cent, in the following fiscal year as consumption and private capital investment recover.

Recent figures confirm that the economy is improving: inventory levels are falling, shipments and industrial production are recovering, stock markets are expected to turn positive during the second half of the fiscal year, as is the rate of growth in the manufacturing sector. This is likely to continue as confidence picks up and corporate and consumer demand recovers.

Although profit growth in this fiscal year is expected to be negligible, the outlook for the following two years is encouraging when Japanese companies should benefit from any general improvement in the economy and should, in addition, see margins expand as high depreciation costs decline and rationalisation and cost cutting measures feed through to profitability.

The official inflation figure is expected to trend towards zero during the second half of 1993. The yen is likely to remain a strong currency because of Japan's continued large current account surplus and the low real interest rates. Real interest rates remain high and Japan is reacting to international pressure to stimulate growth through lower interest rates.

Over the past three years international investors have maintained significantly underweight positions in Japanese equities. International investors are now reassessing their exposure to the perceived risk that more is under-performance through being underweight in the world's second largest stock market. However, it is not clear whether Japanese equity managers are expected to produce a further flow of funds into the Japanese equity market. The confidence of domestic institutional and private investors in stock market investment in Japan has also grown.

### PROPOSED INVESTMENT POLICY

The Directors believe that Dunedin's investment philosophy is well suited to the investment opportunities available in the Japanese equity market.

The Directors believe that many medium and smaller-sized companies in Japan remain under-researched although in many cases they have strong profit growth, more are trading on lower ratings than the market. Over the last year, a great deal of investment has been made in the market and, when appropriate, the Company is likely to have exposure to smaller companies listed on the Second Section and OTC.

The Manager will make investments which reflect its philosophy of seeking out under-researched companies which have above average growth potential.

The Manager will take a "top down" view on the Japanese economy in formulating investment policy and a "bottom up" view on individual companies and regard to stock selection. Company visits and Dunedin's stock screening process are central to both the security weighting and stock selection decisions. The process will help to identify areas where growth is available at an appropriate price.

The Manager has achieved to track record by focusing on pockets of growth in the economy. Areas which were overvalued include technology, telecoms, business services, domestic infrastructure, utility capital expenditure and selected areas of manufacturing. The Manager is now focusing on companies which can show above-average profit growth through cost cutting, and those whose profit margins can increase as the economy recovers.

### MANAGEMENT ARRANGEMENTS

Dunedin has entered into an investment management and administration agreement with the Company under which it will receive a management fee of 0.25 per cent of the net assets of the Company (plus VAT) calculated on the last business day of September, December, March and June of each year. The Manager will be appointed for an initial period of three years, following which the Directors will review the management contract.

### DUNEDIN AS AN INVESTMENT HOUSE

**History**  
Dunedin was founded in February 1985 through the merger of the management teams of two long-established investment trust groups in Edinburgh and Dundee dating back to the end of the 19th century. Dunedin is the largest Scottish based investment trust and one of the largest investment trusts in the United Kingdom, in terms of assets under management.

Over the last eight years, Dunedin's sphere of operations has expanded rapidly to include pension funds, unit trusts, private clients, venture capital and internationally based institutional clients.

In 1989, Dunedin acquired the fund management operations of The British Life Assurance Company. This, together with related transactions, resulted in the Bank of Scotland Group becoming a 50.5 per cent shareholder of the company, although Dunedin retains its own independence.

Dunedin's funds under management currently exceed £3.8 billion and the company employs over 100 people at its headquarters in Edinburgh and its offices in Dundee, Chicago and Tokyo.

**Management Style**  
Dunedin is a long term investor with a strong focus on identifying underlying value in its stock selection. Dunedin maintains a proprietary database of company information on which a rigorous screening process is employed to identify stocks which meet its valuation criteria. This process also highlights sectors of the market which are attractive for purchase.

The Japanese investment management team in Edinburgh meets on a weekly basis to review the results of the systematic stock screening process and to add in subjective input on individual companies following company meetings or visits. There is daily contact between the Edinburgh and the Tokyo based members of the team.

Dunedin maintains a regular programme of research visits to external sources. The companies which are generally well researched are external sources. The companies which are primarily involved in this research process which is augmented by regular visits from the United Kingdom based fund managers.

**DUNEDIN'S RELATIONSHIP WITH BARBARO'S**  
Barbaro's is the United Kingdom's biggest and best known children's charity, offering a wide range of services. The charity works with around 22,000 children, young people and families a year in over 150 local projects. Dunedin has indicated to the Company its intention to donate 25 per cent of its annual management fee from the Company to Barbaro's, for a period of five years, to support community projects throughout the United Kingdom.

### DURATION OF THE COMPANY

It is not intended that the Company should have a fixed life, but the Directors consider it desirable that Shareholders should have the opportunity to review the future of the Company at appropriate intervals. Accordingly, the Articles of Association of the Company contain provisions requiring the Directors to put proposals for the continuation of the Company to Shareholders at the Company's Annual General Meeting in the year 2000 and thereafter at five yearly intervals.

### DIVIDENDS AND ACCOUNTS

The Company's primary investment objective is to achieve capital growth. Having regard to the relatively low dividend yield of many Japanese companies it is unlikely that dividends paid by the Company will be significant. However, in order to qualify as an investment trust, the Company may retain in any accounting period more than 15 per cent. of the income it derives from shares or securities. It is expected that a nominal dividend will be paid once a year.

The Company's financial year end is 30th June in each year. The Company's first accounting period will end on 30th June, 1994.

### TAXATION

The Directors intend to conduct the affairs of the Company in such a manner as to satisfy the conditions for approval as an investment trust set out in section 142 of the Income and Corporation Taxes Act 1988. Such approval is granted retrospectively for each accounting period. The Company will be exempt from UK corporation tax on capital gains in respect of each accounting period for which such approval is granted. Potential investors are referred to paragraph 8 of Part 1 of the listing particulars for further details of the tax treatment of the Company's shareholders.

Any potential investor in doubt as to the taxation consequences of the acquisition, disposal or holding of Ordinary Shares or Warrants or of investing in a PEP, should consult a professional adviser.

### RISK FACTORS

The value of securities and the income to be derived therefrom may fluctuate. The past performance of Dunedin Japan Growth Unit Trust and Dunedin Japan Smaller Companies Unit Trust is not necessarily indicative of the future performance of the Company.

There is no guarantee that following the general election in Japan, in July 1993, the future government will continue to implement existing economic policies.

There is no guarantee that the market value of the Ordinary Shares will fully reflect their underlying net asset value.

The Warrants have the potential for higher capital appreciation than the Ordinary Shares through their market price is likely to be subject to greater volatility.

Whilst the Ordinary Shares and the Company's net asset value will be quoted in sterling, it is not expected to be converted into foreign currency on a regular basis. The Company reserves the right to hedge this exposure, solely for the purposes of protecting the value of underlying investments.

### DIRECTORS

The Company has 4 Directors, all of whom are independent of Dunedin:

Andrew Graham McCullagh (67), Adviser to the Board of John Swire & Sons Ltd., London.

Richard Alexander Hamble (47), Chairman of J O Hamble Investment Management.

William Gordon McQuae (36), General Manager, International and Treasury, Bank of Scotland.

Lord Ramsay (45), Managing Director of Jameson Investments.

### OFFER DETAILS

The Company is offering up to 8 million Units (each Unit comprising 5 Ordinary Shares with one Warrant attached) at 500p per Unit.

UBS has agreed to procure subscribers or itself subscribe for 2.86 million Units pursuant to the Placing and these Units will be offered in full conditional, inter alia, upon listing becoming effective. The remaining 5.14 million Units are being offered to the public under the Offer for Subscription. The Offer for Subscription has not been underwritten. Details of how to apply for Units are set out under "Guide to the Application Form" in this document.

### OFFER STATISTICS

Minimum (Note 1) Maximum (Note 2)

Number of Ordinary Shares in issue following the Offer 14,300,000 40,000,000

Number of Warrants in issue following the Offer 2,860,000 8,000,000

Offer price per Unit 500p 500p

Estimated net proceeds of the Offer (Note 3) £13,885,000 £38,720,000

Estimated net asset value per Ordinary Share 95.1p 96.8p

following the Offer

Note 1) Assuming the maximum subscription for 12.0 million Units pursuant to the Placing.

Note 2) Assuming the maximum subscription for 8 million Units.

Note 3) The estimated net proceeds of the Offer calculated as described in paragraph 10 of Part II of the listing particulars

12th July, 1993

The following instructions should be read in conjunction with the Application Form.

1 Insert your full name and address in BLOCK CAPITALS in Box 1.

Applications may only be made by persons aged 18 or over. However, a parent, grandparent or guardian of a person under 18 may apply for the benefit of that person. To apply for the benefit of a minor, you should send your own name in Box 1 and complete the application for the minor in Box 2. Please state the date of birth of the minor. You are not thereby precluded from making a single separate application for your own benefit.

See notes 6 and 7 for joint applications.

2 Insert in Box 2 the figure for the number of Units for which you are applying.

Your application may be for a maximum of 50 Units. Applications for more than 50 Units should be made in multiples of 10 Units (i.e. applications for 60, 80, 90 etc.).

Applications for any other number or multiples of Units may be rejected.

3 Insert in Box 3 (in figures) the amount of your payment.

The amount of payment will be calculated by multiplying the number of Units inserted in Box 2 by 500p.

4 Sign and date the Application Form in Box 4.

The Application Form may be signed by someone else on your behalf (and/or on behalf of any joint applicant(s)), if duly authorised by power of attorney to do so, but any power of attorney pursuant to which this is done (or a duly certified copy thereof) must be enclosed for inspection.

A corporation should sign under the hand of a duly authorised officer whose representative capacity must be stated.

5 You must sign on this completed Application Form a single cheque or banker's draft for the full amount of your payment.

Your cheque or banker's draft must be payable to "Bank of Scotland—A/C Dunedin Japan" for the amount payable on application inserted in Box 3 and should be crossed "A/C Payee only".

No receipt will be issued for this payment which must be valid for 10 days.

Your cheque or banker's draft must be drawn on a bank which is either a member of the London or Scottish Clearing Houses or which has arranged for its cheque and banker's draft to be presented for payment through the clearing facilities provided for the members of those Clearing Houses, and must bear the appropriate sort code number



## MANAGEMENT

**F**rances Coady is not Oxbridge educated. With her black leather jacket, mini skirt and scarlet lipstick she does not fit the classic picture of a boss. Yet this 34-year-old has just been given one of the best jobs in British publishing: running the literary imprints of Random House - Jonathan Cape, Chatto and Windus, Vintage and Pimlico.

At the same time, Kate Parkin, also in her early 30s and just back from maternity leave, has been put in charge of the more mass-market publishing names Century and Arrow. Carmen Callil, 20 years older and the industry's *grande dame*, has become grander still as publisher-at-large of the Random House group.

The glass ceiling is lying in shards at the feet of the Random House women. At the centre stands Gail Rebuck, who became chief executive 18 months ago, and is the most powerful of the lot.

"This shouldn't be a great story, but it is," says Coady. When she started in publishing in 1982 as a secretary at Faber & Faber there were only two women close to the top: Callil who founded Virago and went on to manage Chatto, and Liz Calder who was the first woman on the board at Jonathan Cape.

Now both have moved on to greater things (Calder has set up Bloomsbury) while the list of big female names in British publishing has lengthened. Paula Kahn is managing director of Longman. Philippa Harrison runs Little, Brown. Other women have started their own companies: Victoria Barnsley at Fourth Estate and Sarah Mathay at Boxwood.

But have women really made it in publishing? And if so is publishing a model for other industries, or is it somehow a special case?

### The glass ceiling is lying in shards at the feet of the Random House women

In sheer bulk, book publishing is dominated by women. They make up more than 60 per cent of the workforce, but only 40 per cent of the managers and 20 per cent of the directors, according to the Hansard Society Commission. That is still much better than in the economy as a whole, where 25 per cent of junior managers and less than 2 per cent of senior ones are women.

Anecdotal evidence suggests that women are increasingly making their presence felt in senior, if not in the most senior, jobs. One London Business School student was surprised to find himself inter-

Why have women made it to the top of publishing but so few other professions, asks Lucy Kellaway

## Female progress by the book



Gail Rebuck (left) and Frances Coady of Random House are pioneers in the world of publishing



is happening at the bottom. The higher salaries are drawing in more men, who are increasingly prepared to start as secretaries. "The young men don't come with all that baggage any more. They've got mothers who worked," says Rebuck. Both Rebuck and Coady have had male secretaries - something that would raise no eyebrows in the US where some 60 per cent of publishing assistants and secretaries are male.

The experience of the women who have made it in publishing, and of those who work for them, suggests that the sex of the people at the top does make a difference. Coady says that women's attitude to power is less political: "I look at power in relation to what I am doing. Power is desirable to me if it means I can put my ideas about writers and books into work."

Rebuck agrees: "There is that element of Machiavellian charm of men in publishing. They meander around the point, and you walk out of the office and do not realise until later that you have been carved up. Women are more direct."

Women are also said to communicate better. One female employee commented with approval that when Rebuck took over she went round the office talking to everyone. "You wouldn't find a man doing that."

They work harder, says Coady, who admits to being a "complete workaholic". Rebuck, who hurries home every night to see her two children, has had to become an efficient user of time. However, their view from the top is not altogether pleasant. As pioneers, they are constantly subjected to a great deal of attention, not all of it flattering. Carmen Callil is used to reading that she is a nightmare to work for, while Rebuck learnt from the trade press that she got the job by stabbing her predecessor in the back.

Such talk, argues Coady, is heard every time a woman gets into a position of power. "You've always got people trying to explain why you've got the job," she says. Rebuck complains that "women in power are often criticised for being tough. But if they are not tough there is a suggestion that they are not up to the job."

The bigger companies have given the industry its first taste of formal equal opportunities policies: a decade ago maternity leave - if any - was decided on an *ad hoc* basis. Now companies are vying with each other to offer the best maternity deals. Faber & Faber and Longman have recently agreed to pay towards employees' childcare costs.

The reorganisation has also started a game of musical chairs in senior positions: men who had seemed likely to remain forever in their jobs have moved, and some have been replaced by women.

Just as the balance is shifting towards women at the middle and the top of the industry, the reverse

could get a job in publishing as a secretary or assistant. "No one else would employ them."

The pay for these young hopefuls was pitifully low. When Coady, who has degrees from Sussex and Essex Universities, was taken on in 1982 she was offered less than £2,000. "I couldn't believe it. They obviously expected me to have a private income," she says.

She is in common with many others, proved her worth and was rapidly promoted. "Because many of the women had brains and gumption they got on," says Rebuck.

But why haven't they got on still further and in greater number? One reason may have been a lack of ambition, at least on the part of some of the older women. "Women of my generation have not wanted to be the ultimate boss, but younger women don't feel that way," says Calder.

Another problem, says Rebuck, is that women who have made it as editors may fear - wrongly - the financial responsibility that comes with moving up the management ladder. "It's not as hard as it's cracked up to be. I haven't had any formal

training with numbers and I don't need one. All you need is a bit of common sense."

Recent changes in the industry may also be in women's favour. Until recently, publishing was a shambolic cottage industry with highly paternalistic ways. According to Kahn, women lost out in this informal environment. "In a small family firm it is only great if you happened to be the daughter," she says.

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is happening at the bottom. The higher salaries are drawing in more men, who are increasingly prepared to start as secretaries. "The young men don't come with all that baggage any more. They've got mothers who worked," says Rebuck. Both Rebuck and Coady have had male secretaries - something that would raise no eyebrows in the US where some 60 per cent of publishing assistants and secretaries are male.

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Just as the balance is shifting towards women at the middle and the top of the industry, the reverse

## Bridging the ethical gap

Values may differ widely from behaviour, writes Tim Dickson

There is often a wide gap between companies' professed values and their actual behaviour, or at least the public's perception of it.

That is the main conclusion to be drawn from two separate, but far from contradictory, surveys of senior business executives published this week.

*The importance of being ethical* - by Ashridge Management Research Group and the UK consultancy Integrity Works - concentrates largely on the views of non-executive directors of Britain's leading companies.

All 119 respondents in the report felt business ethics was a significant issue, even if there was little consensus about what the term meant. But while the majority thought it "very important" for business to be viewed as ethical, less than half felt this to be the case in practice. More than a quarter thought that the public views business as "quite unethical".

That said, 54 per cent of respondents consider that company standards are better than they were 10 years ago - 22 per cent said they were worse - and 43 per cent disclosed that their firm operates an ethics code.

Thirteen per cent have adopted the practice of "ethics awareness training", while a further 8 per cent carry out an ethics audit.

The findings of the Ashridge research reinforce the view that an organisation's conduct is largely dependent on the stance of its chief executive.

Many of the conclusions, moreover, find an echo in the other study - *Insights into values in business* carried out by the Helsinki-based consultancy Values into Action and based on responses from 70 senior executives in Britain, the Nordic countries, Europe and beyond.

Three in five said they conduct their business activities and practices according to a common code of values. But more than three quarters of those believed there was a gap between ethical values and actual behaviour, and one in five said that business necessity overrides such values.

Values into Action adds that

a study of more than 400 annual reports highlights the need to clarify use of the word "value". It makes the distinction between "business values", which are situational and relative, and "ethical values", which are universal and absolute. Corporate value codes - which often look more like corporate goals than value statements - should explain how they relate to each other.

Values into Action says managers who want to check their companies' "ethical health" should ask themselves whether the following are true or false:

1. People in the company conduct their business activities and practices according to the same code of values.

2. Because of the current (economic) situation, there is less time to show employees the consideration they deserve as individuals.

3. Survival depends on getting back to basics, cutting costs and reducing overheads.

4. Faced with a choice, business necessity overrides ethical values.

5. Sometimes there is a gap between ethical values and the way in which the company and/or people in it behave.

6. Management trusts employees and employees trust management.

7. Sometimes there is a discrepancy between what executives preach and what they expect their colleagues and employees to practice.

8. People willingly and genuinely want to put the values of the company into practice.

9. We accept and honour our responsibilities towards other "stakeholders" (those who are taken into account when business decisions are being made, or who are affected by the outcome of business decisions) as well as customers, shareholders and employees.

10. Frank, fearless and critical dialogue both upwards and downwards in the company is actively encouraged and practised.

\* Price £20, available from Terryann Knott, Ashridge Management College, Berkhamsted.

\*\* Price £15. Requests for copies should be faxed to (358) 0 388 1981

## BUSINESS AND THE ENVIRONMENT

## Battle for the heartland of South America

John Barham on plans to create a 3,400km waterway

**T**he rivers of South America have been largely untravelled since they were used by conquistadores, explorers and traders to settle the continent's heartland. Now, once again, the peace may be about to be disrupted.

Plans are under way to transform the Paraguay and Paraná rivers into a 3,400km waterway that would link the often impoverished interior with seaports at the River Plate estuary. The waterway would be quick, easy and cheap to create.

The governments of Argentina, Bolivia, Brazil, Paraguay and Uruguay, whose territory the rivers flow through, are seeking international finance to set up the waterway, known as the Hidrovía. It could become one of the region's biggest development projects since the construction of the Itaipu dam in the 1980s.

Predictably, the project has met with hostility from environmentalists. Argentine and US scientists said in a recently published study that the Hidrovía could threaten the environment. They also doubted its economic viability. The report, produced by Wetlands for the Americas, a conservation group, and supported by the prestigious Woods Hole Research Institute in the US, warns of water pollution from spills of oil and chemical cargoes.

River life, wildlife and the surrounding land would be affected by the increased river traffic and the civil engineering projects required to make the rivers navigable.

The main threat, says the report, is to Brazil's vast Pantanal marshland. The 200,000 sq km Pantanal not only supports a rich diversity of wildlife, but acts as a gigantic sponge, regulating water levels in the Paraguay river.

Damaging the Pantanal's sponge function "may result in an overlap of the peak flooding period in both the Paraná and Paraguay rivers, which can increase the risk of extreme lows in water level along the middle and lower Paraná River".

Changes in the region's



Altering the course of nature: The Itaipu dam

hydrology would exacerbate alterations already caused by the large Itaipu dam and add to potential impacts caused by other dams under construction on the Paraguay and Paraná rivers.

The Hidrovía could also cause further problems. "It is very likely that the greatest environmental impacts caused by the Hidrovía will be indirect, given the rapid development process that may follow the starting of the operations in the waterway," the report says.

Better transport would inevitably increase human occupation and bring environmental disruption. This could also lead to an expansion of diseases such as malaria, dengue and yellow fever and the spread of water-borne diseases.

The Hidrovía would help bring vast new areas of land under cultivation in the heart of the continent, replacing native vegetation. This could increase soil erosion and the silting of rivers. Increased use of agrochemicals would damage river life. Industrial mining and gold wildcating, which already threaten the Pantanal, could also increase.

The authors attack as superficial a previous economic feasibility study carried out by Brazilian consultants which estimated the Hidrovía's rate of return at 16-23 per cent. This report has been used by governments to support the

Hidrovía's viability. But Wetlands for the Americas claims that the benefits are overstated and environmental costs are not taken into consideration.

Without attempting a detailed estimate of these costs, the Wetlands report says the economic benefits are probably significantly less than claimed and could even be negative.

However, Jesus Gonzalez, the Argentine government official on the Hidrovía's executive committee, recently promised a full-scale environmental impact study, and said the project would be shelved if the potential damage were too high. This is in keeping with greater government sensitivity to the environment throughout the region.

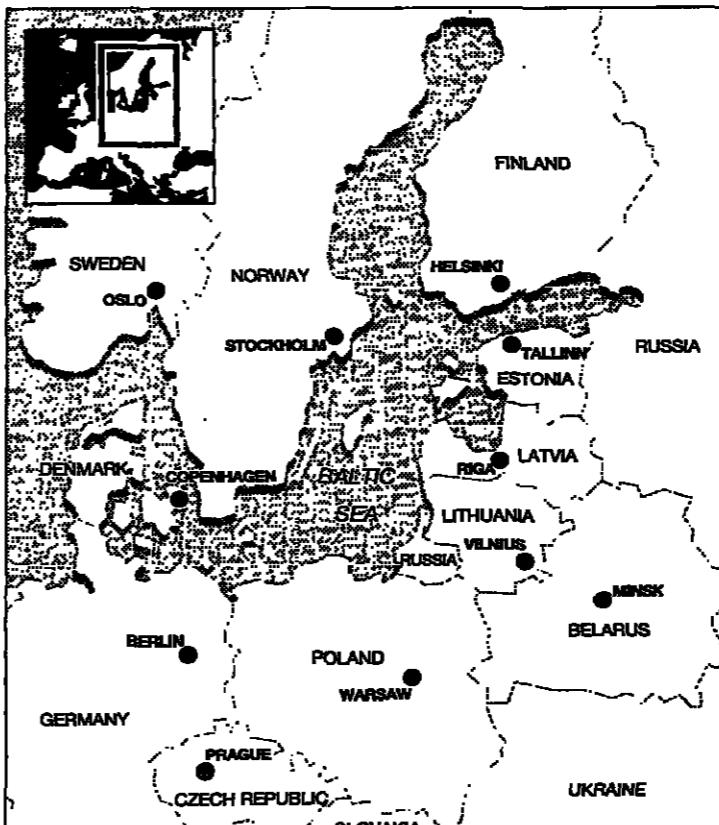
Governments are under pressure from industrial countries, lending agencies and to some extent their own populations to protect the environment. The Inter-American Development Bank is financing environmental consultants to carry out impact studies.

However, experience in Latin America has shown that government assurances to safeguard the environment must be treated with scepticism.

The Wetlands' report is only an opening shot in a battle between environmentalists and a powerful development lobby of farmers, international lending agencies, big business and governments that is likely to become increasingly bitter.

Plans to clean up the heavily polluted Baltic Sea have stumbled over funding, writes Joe Kirwin

## Muddy waters



The concentrations of organochlorine residues in fish in the Baltic proper are three to 10 times higher than in those from the North Sea, scientists stated in a report released when the updated Baltic Sea convention was signed two years ago in Sweden. "More than 100,000 sq km are totally dead."

Another source of pollution comes from chemical weapons dumped after the second world war. The casings for these weapons have rusted at the bottom of the sea and mustard gases and other chemicals are a particular problem in various parts of the Baltic.

The deteriorating conditions in the Baltic are aggravated by geography and an unusual marine ecology. The inflow of seawater from the North Sea past the Danish and Swedish coasts is very limited and ice covers much of the Baltic in winter. Thus its ability to clean itself is much more limited compared with the North Sea or the oceans.

Concentrated efforts by the Nordic nations such as Sweden, Finland and Denmark have been made to clean up the Baltic. One example is provided by Modern Swedish paper and pulp mills which have drastically reduced chlorine emissions.

Water quality in many of the Scandinavian coastal cities has improved to the point where fish have returned and swimming is possible for the first time in decades.

But local progress has been offset by pollution emissions not only from Russia, Poland, the Baltic nations and the former East Germany, but also by increased agricultural runoff from Denmark, Finland and southern Sweden.

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## COMMODITIES AND AGRICULTURE

# Fears of frost in Brazil push coffee up to \$1,000

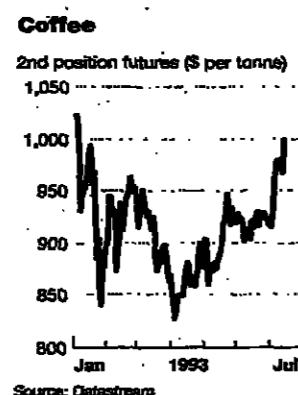
By Deborah Hargreaves

COFFEE PRICES surged ahead in London yesterday as buyers rushed to the market in fear that Brazil's crop would be affected by frosts this week. London's September futures contract rose by \$48 to touch a peak of \$1,016 a tonne. But it later dropped to close at \$1,000 as the New York market became very volatile.

One private weather forecaster has estimated that there is a 50 per cent chance of frost in Brazil's Parana coffee-growing areas later today or early tomorrow. Other forecasters are more sceptical and put the chances of frost at 20 per cent or 30 per cent.

Nevertheless, coffee traders remember the devastating frosts of 1975 that almost wiped out the Brazilian coffee crop and led to a boom in prices. For that reason any hint of frost is enough to push prices higher.

Since 1975 Brazil has concentrated its plantings further north in regions less susceptible to frost. In the south, Parana now accounts for only 10 per cent of the country's crop;



one analyst suggested.

Exports in Cameroon estimate that the country's 1992-93 robusta coffee production will be just over half last season's level at about 45,000 tonnes, Reuter reports from Yaounde.

The Douala-based Consell Interprofessionel du Cafe et du Cacao said 1991-92 production was 85,400 tonnes. That figure was less than the ministry of industry and commerce's estimate of 97,835 tonnes, but local industry officials said the ministry figure was subject to manipulation by exporters.

The CIOCC's executive secretary, Enouga Nsimi, said all the 1991-92 crop had now been sold and forecast 1993-94 output at about 70,000 tonnes.

Cameroun cut the producer price for robusta coffee by a third at the start of this season after the government had to subsidise 1991-92 production with 8.2m CFA francs (12m) a tonne.

Mr Nsimi said most of the fall was normal, reflecting cyclical variation of yields from the coffee trees. But he estimated that 20 per cent was a result of farmers cutting down their trees.

It was once the main coffee-growing state. Brazil's share of the world coffee crop has also declined so the impact of a frost on world prices could be less dramatic than in the past.

Coffee prices have been depressed by high stocks in consuming countries such as the US and Europe. Last week the price was boosted by meetings between producers over a retention scheme and the threat of a frost in Brazil last weekend.

If the frosts fail to materialise, prices could drop swiftly, James Whittington on the industry's moves into wider markets

## Speculators spark \$77 fall in copper price

By Kenneth Gooding, Mining Correspondent

COPPER'S PRICE collapsed yesterday as commodity funds pulled out of the market and speculative selling sent the metal down to \$1,861 a tonne in after-hours dealing.

Since early May copper has gained about \$300 a tonne and touched \$2,020, a three-month peak, on Friday. Then in the first two trading days this week it lost half above those gains, dropping by \$46 a tonne on Monday and another \$77 yesterday.

The collapse, like the rise, was caused by technical factors but it was so spectacular that it undermined sentiment

LINE WAREHOUSE STOCKS  
(\$ at Monday's close)

Aluminium	+14.625	to 1,816.350
Copper	+3,500	to 450,250
Lead	+875	to 226,250
Nickel	+2,588	to 93,600
Zinc	+1,025	to 702,750
Tin	+25	to 20,440

in other metals markets. Aluminium and nickel prices were particularly badly affected.

Mr Wiktor Belski, analyst at Bain & Company, part of the Deutsche Bank group, pointed out that copper's collapse originated late on Friday on the New York Commodity Exchange when there was a huge volume of selling.

The market was surprised by a rise in the London Metal Exchange's copper stocks on Friday, when a reduction was expected. There was another rise reported yesterday, taking the total up by 11,000 tonnes to a fresh 15-year peak of 458,000 tonnes.

Nevertheless, Mr Belski argued that, while copper's prospects were poor for the next few months and the price might fall back below 80 cents a pound (\$1.763 a tonne), present bearish sentiment was probably overdone. For example, total copper stocks represented only 6-7 weeks' consumption whereas in the previous recession they reached the 14-weeks level.

Other analysts have been revising copper price forecasts they made in January and now predict much lower levels. Smith New Court, which predicted that copper would average 110 cents a pound in 1993, now suggests 90 cents is more likely. Warburg is also predicting a 90-cents average, down from a January forecast of 105 cents, and Ord Minnett has reduced its forecast from 103 cents to 90 cents. Billionth Enthoven Metals predicts a 90-cents average for 1993 but that was its January forecast.

The principal importers of jute from Bangladesh are Pakistan, Russia and some European and African countries. Thailand, itself a producer of the fibre, also buys from Bangladesh. Jute and jute goods are Bangladesh's main foreign exchange earners.

## Bangladesh jute estimate cut

By Kumar Bose in Calcutta

BANGLADESH'S 1993-94 jute crop is expected to fall short of an earlier estimate of 4.5m bales (160kg each), which was itself 500,000 bales below 1992-93 output.

The smaller crop is mainly the result of the diversion of land from jute to rice, which gives a better return to the farmers. According to Bangladesh trade officials, more than 10 per cent of the 525,000 hectares under jute last year has been diverted to rice.

However, the use of certified Indian seeds on a large scale and adequate setting (softening) facilities will ensure that a high percentage of quality fibre is produced.

At least 75 per cent of the crop will be tossa jute, a vari-

ety that is increasingly favoured by jute mills both inside and outside the country. The balance will be white jute.

The average annual requirement of raw jute in Bangladesh is 4.8m bales, including 2.9m bales for consumption by mills, 1.5m bales for export and 1.5m bales for village use.

The shortfall will be taken care of by this season's comfortable opening stocks at the start of this month of more than 1m bales.

The 1992-93 jute season will, however, open with low stocks.

Trade officials think a fairly large volume of jute from Bangladesh will find its way into India through unauthorised channels because prices of the commodity are 25-40 per cent higher in India depending on

grade. As in the past, the export-oriented jute mills in India will import some high quality raw jute from Bangladesh, and India is expected to harvest a lower crop of 6.5m bales in the current season.

The low prices of jute in Bangladesh have been attributed to the government's decision to end price support. The new season crop has only just started coming on to the market in small lots but prices are already depressed.

The principal importers of jute from Bangladesh are Pakistan, Russia and some European and African countries. Thailand, itself a producer of the fibre, also buys from Bangladesh. Jute and jute goods are Bangladesh's main foreign exchange earners.

## MINOR METALS PRICES

COBALT: MB free market, 99.8 per cent, \$ per lb, in warehouse, 12.50-13.30 (12.30-13.35); 99.3 per cent, \$ per lb, in warehouse, 9.80-10.50 (9.50-10.30).

ANTIMONY: European free market, 99.6 per cent, \$ per tonne, in warehouse, 1,540-1,550 (1,540-1,560).

BISMUTH: European free market, min. 99.99 per cent, \$ per lb, in warehouse, 2.25-2.50 (same).

MERCURY: European free market, min. 99.99 per cent, \$ per lb, in warehouse, 1.15-1.30 (1.15-1.35).

MOLYBDENUM: European free market, min. 99 per cent, \$ per lb, cif. 1.30-1.40 (same).

URANIUM: Nuelco exchange value, \$ per lb, U<sub>3</sub>O<sub>8</sub>, 7.00 (same).

SELENIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 4.70-5.40.

TUNGSTEN: ORE: European free market, standard min. 65 per cent, \$ per tonne unit (10 kg) WO<sub>3</sub>, cif. 27-39 (same).

VANADIUM: European free market, min. 99 per cent, \$ per lb, V<sub>2</sub>O<sub>5</sub>, cif. 1.30-1.40 (same).

URANIUM: Billionth Enthoven Metals predicts a 90-cents average for 1993 but that was its January forecast.

The lower exports - in addition to falling international prices and severe government taxes recently implemented under Jordan's economic restructuring programme - have slashed the JPMC's net

profits almost seven-fold over the past four years. Last year the company registered a net loss of 16.1m Jordanian dinars (\$22.8m) compared with JD3.1m in 1991 and JD10m in 1992.

However, JPMC's general manager, Mr Thabet Taher, brushes aside any talk of doom and gloom. With a gradual shift of trade towards the rapidly expanding Asian markets, and two major joint ventures for the production of phosphate-based fertilisers and phosphoric acid already signed with Indian and Japanese companies, he is optimistic about the future.

Contracts with India have partly replaced the loss of eastern European markets. Despite distortions in India's demand for fertiliser, caused by the government's recent abolition of price controls, Jordan shipped 1.3m tonnes of phosphate to India last year - making it the number two exporter of phosphate rock, behind Morocco and overtaking the US. Potash sales in 1992 were up to 3.24 per cent of total world exports. Furthermore, Jordan's mining sector is rapidly changing to meet the demands of the market and it seems set to become a big producer of complex fertilisers and chemicals by the end of the century.

JPMC's phosphate exports fell from 6.4m tonnes in 1991 to 4.2m tonnes in 1992 - in line with a 37.7 per cent drop in world exports of phosphate rock in 1989-92 and the collapse of the company's traditional eastern European markets. The company's exports picked up slightly to 4.3m tonnes last year, and results from the first half of this year suggest that a similar figure is likely for 1993.

The lower exports - in addition to falling international prices and severe government taxes recently implemented under Jordan's economic restructuring programme - have slashed the JPMC's net

## Indices offer confusing inflation clues

By Laurie Morse

BOND TRADERS who use commodity prices to predict inflation-rate changes have had to pick their indicators carefully this year. Industrial commodity prices have for the most part fallen, while futures prices for consumer goods such as cereals, gold and soya beans have tended to rise.

That is good news for businesses and the US Federal Reserve Board, which aim for price stability. However, it is a puzzle to fixed-income traders who shorted bonds when inflation took an alarming swing upwards in the first quarter.

Mr John Lipsky, chief economist for Salomon Brothers, says CPI data have risen in the first four months of every year since 1989, without consistently following through for

the rest of the year. The June CPI, if it comes in on forecast, will smooth the first quarter's seasonal changes. For now, outlook for energy prices is good, demand is not too strong, and the dollar is helping us out overseas. That gives pretty steady outlook for inflation," Mr Lipsky said.

The calm inflation forecast seems to be borne out by commodity prices. While the Commodity Research Bureau's closely watched index of futures prices reached 20-month highs last week, it did so on the strength of soybean and precious metals prices.

Those commodities carry

very little weight in either the CPI or the producer price index. A better indicator of price inflation is the CRB's index of spot industrial commodities, heavily weighted towards scrap metals and materials like rubber and tin.

That index, in contrast to the futures index, is near its lowest levels of the year. A third, the Goldman Sachs commodity index, is in a similar position.

The two indices are moving in parallel because industrial metals and energy prices have been linked together this year. Economists say it will take an upward turn in the broader indexes to predict a shift in inflation expectations.

## Jordan cultivates phosphates exports

James Whittington on the industry's moves into wider markets

DESPITE a depression in the world market for phosphates and potash, Jordan is proving to be a remarkably resilient exporter.

Jordan Phosphate Mines Company, which is majority owned by the state, last year captured 15.3 per cent of world phosphate exports, making it the number two exporter of phosphate rock, behind Morocco and overtaking the US. Potash sales in 1992 were up to 3.24 per cent of total world exports. Furthermore, Jordan's mining sector is rapidly changing to meet the demands of the market and it seems set to become a big producer of complex fertilisers and chemicals by the end of the century.

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last year with a Mitsubishi-led consortium of four Japanese companies that will take a 60 per cent share in a \$630m compound fertiliser plant. JPMC and Arab Potash Company (APC), Jordan's other main exporter, will each have a 20 per cent holding. Under the agreement, a new plant, due to open in 1995, will produce 300,000 tonnes of compound fertiliser for Japan, which is about 10 per cent of the country's entire consumption.

JPMC is negotiating with trading partners in Pakistan to establish another joint venture that will produce material for the Pakistani market.

Meanwhile, APC is also following strategies of product diversification and expansion as a means of securing its future. The company, which has a phosphate plant on the Dead Sea, is 55 per cent owned by the Jordan government and 45 per cent by foreign Arab investors. It has maintained annual exports of potash of between 1.3 and 1.4m tonnes over the past five years.

Unlike JPMC, APC exports have been relatively unaffected by the political upheavals of eastern Europe and the former Soviet Union as most of its trade is with Asian countries. Last year it exported a total of 1.35m tonnes of phosphate, 87 per cent of which went to Asian markets.

But APC has seen its profits

fall. Despite a 12 per cent drop in exports between 1991 and 1992, net profits fell from JD38m to JD28m, mainly because of an increase in government levies.

APC's plans include a two-phase expansion programme, already under way at its Dead Sea site, which will increase potash production capacity to 1.8m tonnes by 1994 and 2.2m tonnes by the year 2000. George Wimpey International is the contractor. In addition, a \$600m Dead Sea chemicals complex is due to begin operations in 1995. It will produce bromine derivatives, magnesium oxide and potassium-based fertilisers.

APC's managing director, Mr Ali Yousef Ensour, explains that loans of \$31m from the World Bank and the Jeddah-based Islamic Bank for Development have so far been agreed upon. Additional funding is expected to be raised by APC and foreign investors. Two US companies, Ethyl Corporation and Great Lakes Chemicals, are assisting with the technical side of the plans.

With the abundance of raw materials and the unique saline composition of the Dead Sea, Mr Ensour says he is confident the complex will put Jordan on the map as a highly competitive chemical producer in addition to its phosphate and potash exports.

## French farmers expected to break seed limit

an agriculture ministry official said.

DEFINITIVE FIGURES are expected in early August when farmers' applications for European Community direct aid payments are registered. According to ministry projections, France is likely to have exceeded its 1989-91 reference area of 13.522m hectares, which was set as a limit under the EC's new farm system.

EC members decided last May to shift the focus of their Common Agricultural Policy from price support to direct aid to farmers in an effort to cut their huge surpluses of

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hectares its 1989-91 reference area of 13.522m hectares, which was set as a limit under the EC's new farm system.

The grain, oilseed and protein-seed excess is likely to be made even worse next season as more farmers choose to join the scheme.

Only 539,000 farmers sent their applications for direct aid instead of the 745,000 expected, an official said.

With the abundance of raw

materials and the unique saline composition of the Dead Sea, Mr Ensour says he is confident the complex will put Jordan on the map as a highly competitive chemical producer in addition to its phosphate and potash exports.

But APC has seen its profits

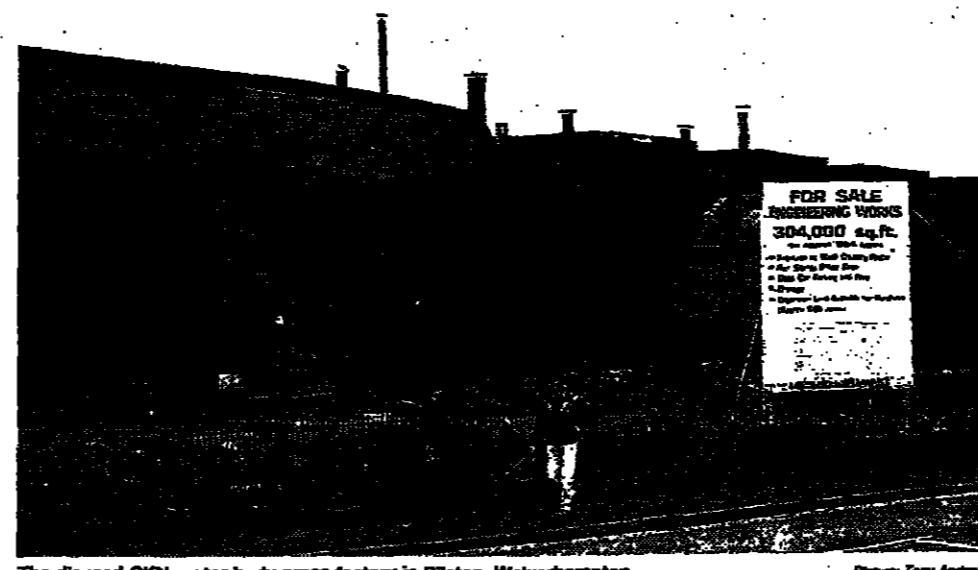
fall. Despite a 12 per cent drop in exports between 1991 and 1



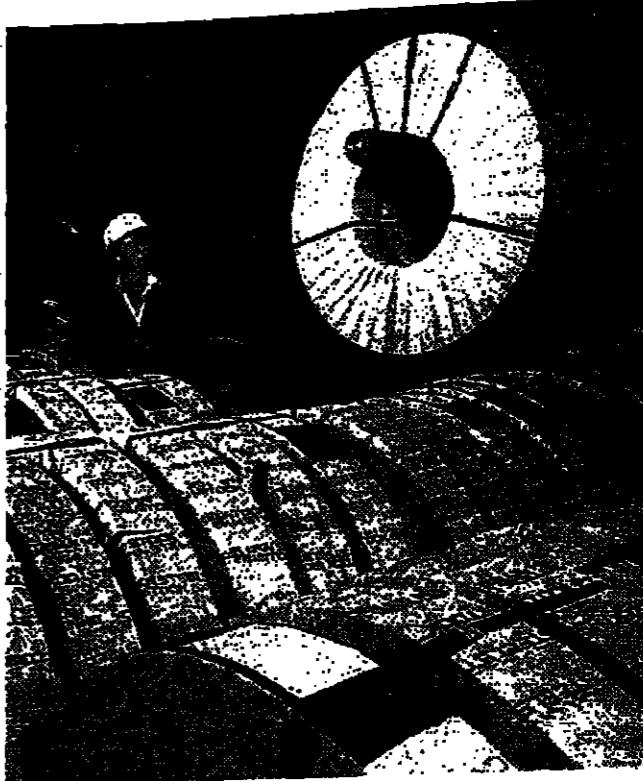
## BIRMINGHAM AND WEST MIDLANDS 2



Cannon Industries in Wolverhampton



The disused GKN motor body press factory in Bilston, Wolverhampton



Stacks of steel coils in transit from stock

Paul Cheeseright finds manufacturing industry beginning to pull out of the second recession in 10 years

## Quite a lot of catching up to do

INDUSTRIAL groups in the region mostly show improved profits, as the economy starts its move out of recession. But the higher level of earnings usually owes more to the cost savings brought about by retrenchment and higher productivity than to recovery of demand.

In short, manufacturing in the West Midlands is emerging from its second bout of severe surgery in 10 years. The recession of the early 1980s set off a slimming-down process, as companies came to terms with bloated costs and began to change their market positions. Manufacturing employment continued to decline even when the national economy was at its strongest during the second half of the 1980s. The 1990s recession accelerated an already established trend.

Cambridge Econometrics, consultants, calculated a 19.2 per cent fall in manufacturing employment in the West Midlands between 1980 and 1983 and forecast a further decline of 6.2 per cent - 35,000 jobs - between 1983 and 2000.

But such forecasts do not imply any diminution in the importance of manufacturing to the regional economy. Indeed, technological change and increased investment, leading to higher output, generally need fewer people to do the work. In any case, man-

WEST MIDLANDS MANUFACTURING: A regional perspective					
	1980	% of UK output	1990	% of UK output	
All manufacturing	1.3	11.2	1.5	11.8	
- Motor vehicle and parts	2.9	28.2	3.4	30.5	
- Mechanical engineering	1.4	11.6	1.7	14.0	
- Other metal goods	3.7	31.6	3.4	28.5	
- Metal manufacture	2.3	19.0	2.2	16.7	
- Manufacture (Non metal minerals)	2.5	16.5	2.6	18.1	

Source: Albert E. Sharp, location quotient: UK quotient: One

SEASONALLY ADJUSTED UNEMPLOYMENT IN THE WEST MIDLANDS AND UK IN MAY 1993						
	Males	%	Females	%	Total	%
W Midlands	215,500	14.5	65,808	6.2	282,300	11.1
UK	2,238,900	14.0	674,900	5.6	2,913,800	10.4

Source: WMEB Labour Market Briefing

faturing still accounts for 33.1 per cent of regional gross domestic product, against a national average of about 25 per cent, and for 29.1 per cent of total employment.

The accompanying table demonstrates that the West Midlands' traditional role as the industrial heart of the UK has not been eroded by the economic difficulties since 1980. According to the Confederation of British Industry, the most important sectors in terms of output are electrical engineering, motor vehicles and mechanical engineering. Such movement towards higher value-added industries should provide potential for future growth and prosperity in the region," says Albert E. Sharp, stockbrokers.

An example of this was the disappearance of basic steel-making from the region on the one hand, and the gathering power of the automotive components sector on the other.

But the immediate market prospects for realising this potential are not encouraging. During the 1980s, the large and medium-sized engineering groups, especially, built up positions in continental European markets to such a successful extent that they were protected from the first impact of the domestic recession.

The latest surveys of both

the Engineering Employers' Federation West Midlands, and the regional group of the Chambers of Commerce, showed that increased demand for manufactured exports, apparent in the first quarter of the year, had flattened out in the second quarter.

While the devaluation of sterling offered Midlands manufacturers an immediate competitive stimulus, the effect was limited.

First, the downturn in continental European markets, especially Germany, reduced demand. Second, European customers generally demanded a share of the margin gain which the devaluation offered exporters. Third, the combination of these two factors increased pressure on export prices, rather than relieved it.

Fourth, there is now some evidence that imported material costs are rising.

All this has meant that the movement towards recovery

has been slow, and is likely to remain dependent - at least for the rest of this year - on the Far East and dollar markets and on the domestic market.

Both survey and corporate reports suggest that there has been recovery in both these market sectors.

Corporate fortunes are unlikely to improve dramatically except when cost reductions flow through. All the available measurements point to industry working well beneath capacity.

The chambers of commerce report that only 14 per cent of manufacturing companies are working at full capacity - 43 per cent are under 80 per cent capacity.

Given, too, that the recession has led to reduced investment, there is bound to be some catching up to do before the full potential of higher valued-added manufacturing can be realised.

The opportunity is available. The arrival of Honda, Nissan and Toyota has

start buying more of their components in the UK, again widening the potential market for Midlands manufacturers.

Against the offsetting factors, confidence in the manufacturing sector has risen. More companies are confident about future trends of turnover and profitability than for the last three years. But the striking point about recent business surveys is that confidence is related to future rather than actual performance.

Once recovery takes hold, manufacturers will have to contend with skill shortages. Price Waterhouse, in association with the Warwick and Wolverhampton Business Schools, has already detected the first signs, warning that "a real skills shortfall could be in prospect when the recession ends finally, and it could have a serious impact on our competitiveness. Lack of fundamental reskilling policy during the recession will be to blame."

stances this bears down critically on the smaller businesses whose lack of physical assets causes the clearing banks to exercise even greater caution.

As the debate about funding a way out of recession has continued, attention has increasingly been paid to devising financial mechanisms for aiding small companies with soft loans; for addressing financial problems where £3000, not £50,000, is the difference between survival and expiry. Thus the Walsall Enterprise Agency, backed by a finance house, is setting up a loan fund, modelled on the earlier experience of Sandwell, and Birmingham Settlement, a voluntary group, is planning a community investment bank.

It is difficult, however, to measure the significance of Birmingham as a financial centre. While the city is the hub of the region, it is not automatic that businesses in Coventry or Stoke-on-Trent will look to Birmingham for services - as opposed to, respectively, London or Manchester.

This uncertainty about its own position pushes the Birmingham financial community out of self-interest to support the city council's attempts to make Birmingham a cultural centre and to make the centre of the city more welcoming.

There are local claims that Birmingham is the UK's second largest centre for financial services - a claim that is repeated in half a dozen other cities. It has its strengths as a regional centre (as Manchester Business School established in a 1991 study); for example, in corporate stockbroking through Albert E. Sharp, Smith Keen Cutler and Sharelink, and in the provision of legal services through partnerships such as Eversheds, Edge & Son, Wragge and Vincent.

Manchester Business School makes the point that the Big Six accountancy practices employed more people in Birmingham than in any other regional centre, and concluded that "Manchester is the biggest regional centre in terms of overall employment in banking, finance, insurance, business services and leasing."

In present economic circum-

stances this bears down critically on the smaller businesses whose lack of physical assets causes the clearing banks to exercise even greater caution.

### Business is picking up in the financial sector

## Regional effort works

office automation through the use of computers and so on) which are rushing through the financial services sector.

Between 1981 and 1991, according to analysis by Birmingham City Council's economic development department, "financial and professional services expanded employment by more than a third, creating an additional 16,000 opportunities in the city. However, even this rate of job growth was significantly lower than the more than 50 per cent growth experienced both regionally and nationally."

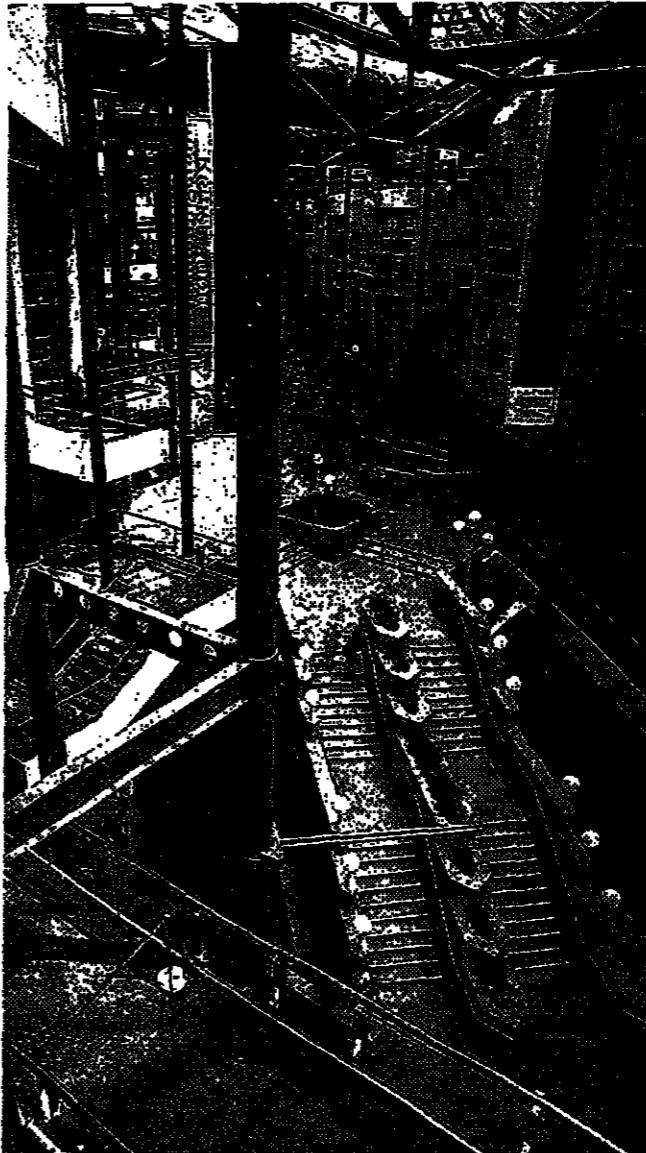
This increase - to 62,650 jobs, 13.5 per cent of jobs in the city - made the financial and professional sector the single most important source of private sector jobs in Birmingham - the region's dominant services centre.

Whether the recession has weakened the strength of this centre is not clear. To be sure, expansion stopped and the number employed declined to 58,800 last year, but the number of lay-offs in the legal profession, for example, was tiny compared with what has happened in London law firms.

Within the sector there have been changes. Although there is the full range of clearing banks together with their subsidiary companies in areas such as lease finance, acting under separate names), more than 20 overseas banks, building societies and insurance companies, the specialist activity of merchant banking has declined.

Although groups independent of the clearing banks, such as Singer & Friedlander, remain, Kleinwort Benson and Barclays de Zoete Wedd have withdrawn. This has left gaps in the market which the accountants have been keen to fill - as in the Leyland Daf management buyout arrangements - trading on their easy accessibility, extensive networks and, increasingly, a willingness to negotiate smaller deals.

But if the choice of companies to negotiate deals and offer financial advice has declined, there is no shortage of institutions willing to advance equity funding in sums over £50,000. The regional office of the department of trade and industry, seeking to compile a register of finance sources, found more



The International convention centre in Birmingham's Broad street

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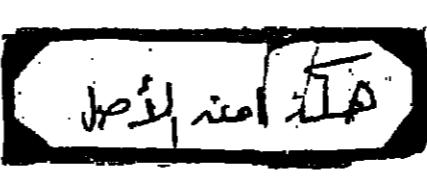
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## BIRMINGHAM AND WEST MIDLANDS 3

Stewart Dalby investigates a skills problem

## Need to train more precisely on target

THE West Midlands region is typical of the skills mismatch which bedevils much of Britain. Even in recession, companies report difficulties in acquiring the skilled labour they need.

Sandwell demonstrates the problem. In this urban district in the Black Country, 48 per cent of the workforce is employed in manufacturing. Ethnic minorities account for 25 per cent of the population.

Mr John Bedingfield, chief executive of the Sandwell Training & Enterprise Council (TEC), says that companies tell him they need to find skilled labour - yet 20,000 people, 17 per cent of the workforce, are without jobs.

Asked how many of these would be unemployable even in a buoyant economic climate, Mr Bedingfield replies that it is impossible to say. "I'd like to think that no-one, or at least very few people are unemployable. But it is important to establish where education ends and training begins. Some young people in the area have low education attainments and aspirations. It is a question of teaching them interview techniques, showing them how to make out a curriculum vitae, motivating people who have never had jobs. Only then can you think about specific vocational training."

Youth training is either through an approved training provider or a job

Sandwell TEC is tackling training through two programmes it inherited from the government's training agency: the youth training programme, and employment training for adult long-term unemployed.

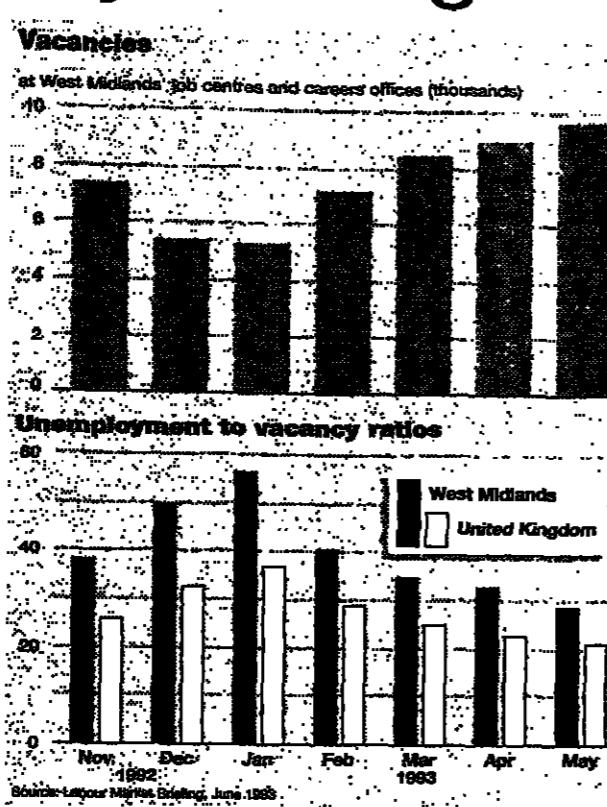
Youth training includes a system for the financial support of young people of 16 and 17 upwards. The programme gives them training over two years, either through an approved training provider, or (ideally) a job. The hope is that the trainee will achieve a national vocational qualification.

For adult returners, the period of training is usually shorter, up to six months. There are about 3,000 people on the two schemes.

Over 80 per cent of Sandwell TEC's budget of £12.5m is allocated to these two projects. But there are many other schemes - Investors in People, for example, in which companies make a public commitment to develop their employees to achieve business objectives, and give counselling in schools.

Mr Bedingfield says: "More precise targeting is the key to training: we are in close touch with 70 companies and try to match training to their needs."

Sandwell is one of 10 TECs in the West Midlands; the biggest is Birmingham TEC, which has a £50m budget from the government. The Birmingham TEC, like the others, was set up (in 1990) to manage and develop the Department of Employment's training programmes for young people and adults and to support new and



developing businesses. The TEC has refined the youth training programme into a system of credits. A printed voucher is issued to a young person, enabling him or her to pay for up to 104 weeks of training. Vouchers can only be cashed with an employer or training provider approved by the TEC.

The Employment Training (ET) programme has been renamed *Training for Work*; an initiative aimed at the adult long-term unemployed. Those eligible must be between 18 and 60 and unemployed for 6 months, but the programme also includes people with disabilities; ex-regular members of the armed forces; people whose first language is not English; people requiring literacy and numeracy training; returners to the labour market and victims of large scale redundancies.

## Training for Work enables older people to get vocational qualifications

The TEC claims that this broader scheme is better than the old ET because it stops "skills leakage" - that is, people who, made redundant, then join the long term unemployed.

It also enables older people, not merely school leavers, to acquire vocational qualifications. *Training for Work* provides intensive vocational training (usually up to 34 weeks) aimed at achieving a national vocational qualification (NVQ).

Birmingham TEC has 5,600 on its youth credits training scheme and between 8,000 and 9,000 on *Training for Work*. It claims that both are successful. In 1990-91, 1022 participants achieved an NVQ at level 2. In the following year the figure had more than doubled to 2443.

Birmingham TEC believes that it is well on the way to meeting national education and training targets: 80 per cent of young people to have a

## Unemployment statistics analysed

## Some worrying trends

Nobody is quite sure why there was a fourth successive monthly fall in the West Midlands unemployment figures in May. In fact - surprisingly, given the level of business - the employment position looked more cheerful than for over a year.

More cheerful, that is, because the unemployment position had ceased to deteriorate. Analysis by the West Midlands Enterprise Board shows that over the period between November 1992 and May 1993, unemployment across the region fell by 1 per cent.

At the same time there have been some more job opportunities. The rough measurement of the unemployment to vacancy ratio (reached by dividing the number of jobless by the number of job centre and careers office vacancies) fell to 29 in May from 32.7 in April. The national ratios were respectively 21.1 and 23.

The figures are surprising because, as Mr Martin Booth, the WMEB's chief economist, says: "One would have expected a stronger output rise before unemployment declines." But he also notes that, traditionally, "the West Midlands goes deeper into recession than the national economy and, when it comes

out, it comes out faster than the national average."

The difficulty is that the overall figures contain some damaging trends. Not least among them is the high proportion of those who have been without jobs for more than a year and are thus classified as long term unemployed. This proportion has increased in regional terms to 38.5 per cent

## Unemployment in the region during May was 282,300: 11.1 per cent

of the May 1993 total unemployed from 36 per cent in October 1992. The national average is 35.8 per cent.

Once the long term unemployed percentages are narrowed down, sharp differences emerge within the region. The area with the highest percentage is that of the old West Midlands county - the Birmingham-Black Country conurbation with Solihull and Coventry. Here the proportion is 43.8 per cent - compared with 29.8 per cent in Shropshire, lowest in the region.

A second series of damaging statistics comes from the absolute numbers when they are broken down to ward level.

Paul Cheeseright

BIRMINGHAM promotes itself as a "truly international city" at the heart of a economically reviving West Midlands region. What exactly does this mean?

Mr Bob Moore is a former banker who is now the chief executive of Birmingham 2000, a pressure group representing 250 companies in Birmingham. It wants to develop Birmingham as a business centre on a European and world-wide basis.

Mr Moore says: "The West Midlands is attempting to revive economically by attracting new investment in industry. If we are to further this, we have to make Birmingham a city to which foreign business want to come and work. We must have the full range of professional services and cultural attractions, so that potential investors do not feel they have to operate out of London. That is what we mean by creating an international city."

The West Midlands has been successful in attracting nearly 900 foreign companies in the past decade to places such as Telford, Redditch, Coventry and Birmingham. The attraction has been partly the perception of a skilled workforce, partly the assistance on offer, but mostly, the good location.

The West Midlands is at the heart of Britain's motorway network. The opening of the final stretch of the M40 motorway from Oxford to Birmingham in Jan 1991 eased the pressure on the M1. The 27-mile northern relief road will be a privately-run toll road will provide motorists with an alternative to the heavily congested Midland section of the M6, from junction 4 at Coleshill to junction 11 at Lane Green.

The motorway infrastructure has also meant the development of a distribution/warehouse nexus in the so-called "golden triangle" of the M6, M1 and M42/A42.

From this area, 75 per cent of the UK population can be served within a 4 hour drive time, according to Chesterfield, the estate agent. This makes it ideal as a national distribution centre; the warehouses of Toys R Us, Asda, Toyota and Jacobs are in the area.

The city of Birmingham has improved its internal infrastructure. Mr Alan Wrenham, managing director of Birmingham TEC, says: "There is a need for employees in engineering and electronics continually to upgrade their skills."

Accordingly, the Birmingham TEC has introduced a number of programmes for those in work.

The Weekend College programme is thought to be unique to Birmingham. This gives vouchers, worth £60, to adults with no skills or low skills, enabling them to go to college for a certain number of weekends, to upgrade their skills or learn new ones.

More significantly, perhaps, Birmingham TEC has launched a Skills Investment Programme which brings together employers in eight different sectors of employment. Together with the TEC, employers research a sector's needs. Initiatives for employers - either on site, or elsewhere - follow.

Mr Freeman says: "These programmes make a start on what has become known as 'up-skilling.' But what is really needed is a national strategy to meet the changing needs of industries."

Roads, air services and Birmingham's infrastructure have improved

## Take an international spin

Smith, assistant director of planning at the city council, says: "It was obvious to us in the 1970s that the city centre was letting us down."

An inner-ring road had acted as a straitjacket around a tiny city centre. The city council has managed to bring breath open the straitjacket by lowering the road and building a pedestrian bridge linking the civic centre of the city with Centenary Square and the International Convention Centre. Elsewhere, around the inner ring road, pedestrian crossings have slowed the traffic down.

You can now walk from Centenary square through the civic quarter, past the library and museum, as far as the newly pedestrian precinct of New Street, passing a number of bistros and wine bars on the way.

The effect of breaking open the road has created a bigger city centre which includes the Jewellery quarter, the Gunsmiths' quarter, and the Chi-



A more leisurely pace: Birmingham's canal system. Picture: Trevor Hampshire

Birmingham still has a bad traffic problem. City planners have decided that there is not enough road capacity for all the traffic seeking to use it. The cost of congestion to the West Midlands economy has been put at £500m a year.

A metro or tram system is thought to be the solution. Metro Midland Line 1 will run from Birmingham's Snow Hill to Wolverhampton. The capital cost will be £100m, some of it coming from the government, some from the EC. Part would come from the private sector.

A second line from the city centre out to the airport is costed at £250m, and plans for a third line are well advanced.

It was hoped that work could start in 1994, but Birmingham will have to wait. The starting date is now likely to be 1996.

Birmingham's international airport has not matched Manchester airport's growth - partly because Birmingham is that much closer to London, but also because civil aviation policy specified the growth of

Birmingham's expanded airport now serves 37 destinations in the UK, Europe and the US

Manchester as England's largest airport. But Birmingham airport has expanded rapidly. It now handles nearly 4m passengers and serves 37 destinations in the UK, Europe and the US.

The ICC has held 800 conferences and conventions in its eleven halls since it opened two years ago. It is the home of a 2,200-seat concert hall, where the City of Birmingham Symphony Orchestra gives some 60 concerts a year. It does not make an operating profit (it lost several million pounds in 1991-92). But it has become the showpiece for the city's cultural and business life and it has stimulated the building of several first class hotels, notably the Hyatt. The spend in these hotels was put at £16m in 1991-92.

Stewart Dalby

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Except for stressed out people and traffic jams of course.

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of the May 1993 total unemployed from 36 per cent in October 1992. The national average is 35.8 per cent.

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Paul Cheeseright

## BIRMINGHAM AND WEST MIDLANDS 4



The Hyatt hotel and the International Convention Centre (right, far distance), seen across the bridge to Centenary Square. Picture: Trevor Hampshire

Inward investment has been impressive, reports Stewart Dalby

## A good place to be

The 1980s was a good decade for inward investment in the West Midlands, a region covering the shire counties of Shropshire, Staffordshire, Hereford, Worcester and Warwickshire, and the seven metropolitan areas of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton.

When the West Midlands Development Agency (WMDA) was established in 1984 it was attracting 4 per cent of total inward foreign investment to the UK (measured in terms of projects). By 1990 the West Midlands was drawing 24 per cent of the UK total – a level matched only by Wales. Nearly 900 foreign companies had invested a cumulative total of £100 million in the area.

Domestic relocations and expansions are more difficult to quantify because the WMDA deals only with foreign investment. But Mr Chris Tillett,

senior economist at Coopers & Lybrand in Birmingham, estimates that the foreign investment would easily have been matched by domestic relocations, start-ups and expansions.

Telford, a new town corporation until 1981, was at the forefront in attracting foreign companies. Using liberal government financing and aggressive marketing it attracted 120 foreign companies into the town – and 1000 relocations or start-ups.

Thirty-three of these companies came from the US, including Johnson Controls and Fruit of the Loom. Twenty-four were Japanese, including NEC Technology and Makita, a power tools concern.

Other parts of the West Midlands also did well in Wolverhampton, the Connecticut-based Elm Energy and Recycling is building a \$36m waste

tyre to energy power station in Scotland.

The investments have not been confined to manufacturing. Barclays Bank set up a back office operation in Coventry employing 700 people. The TSB has established a presence in Birmingham itself – also employing about 700 people.

New investment has either created or protected more than 100,000 jobs.

The West Midlands is an intermediate development area and therefore it qualifies for regional selective assistance from the UK Government and funding from some of the European Community programmes. But apart from Telford and Redditch in Hereford and Worcester there has been no extra aid in the form of generously funded specialised bodies such as the Welsh Development Agency or Locate in Scotland.

The attractions have been: good central location in the middle of the UK; and the perception of a skilled labour force and the availability of modern greenfield, B1 light-industrial factories and offices. While manufacturing and new high-technology industries have gone, on the whole, to business parks, some attached to the six universities in the

panies wanted to be in Europe before the single market of 1992. These large investments are not going to come along again. It is now a question of finding smaller companies from places like Taiwan."

The British government is redrawing the regional assistance map. There is a distinct possibility that Telford will lose its development status and that areas in the south-east, in Dorset, Kent and East Sussex, will receive assistance. This will probably mean more development agencies chasing mobile investment.

Mr Rogerson says: "At the moment we are competing with about 100 agencies domestically, and something like 1,000 internationally. When we launch an initiative in Japan we often find ourselves following a group of Dutch people around, who stress how well they speak English. English speaking countries are attractive to Japanese businesses because they have a low level of competence in other European languages."

Mr Tillett agrees with Mr Rogerson. He says: "Most of the big players such as Toyota and Nissan are in the UK. The West Midlands needs to continue as a manufacturing centre because there are not enough service jobs to go round. It is a question of 'upskilling' and attracting small high-technology companies and automotive component concerns. These will often be joint ventures."

Mr Paul Richards, chief executive of WMDA, agrees that the going is getting tougher. But he believes that the West Midlands could enjoy another good decade of inward investment – it will be different kinds of investment.

He says: "We will be looking for smaller companies which will be involved in international strategic alliances, technology transfer arrangements, joint ventures for research, and so on. I believe the diversity of the industry we have built up will help us. We never got the humdingers, like Toyota, which went to the east Midlands. But with our skills base we attracted a broad range of industries from automotive components to electronics to food processing."

Great emphasis is placed on attracting automotive components companies – partly because Toyota, near Derby, will provide a ready market for them.

A favourable sign came last month when Johnson Controls announced that it is to become the first tenant on the Black Country Development Corporation's new 115-acre Automotive Component Park. The US-based company is making a £10m investment which will create 160 new jobs. The development corporation is hoping that this move is the first of many.

But even without recession the 1990s were bound to be harder because competition for investment both domestically and internationally is becoming more intense.

Mr David Rogerson, chief executive of the Telford Development Agency, says: "A lot of the

100 years of progress

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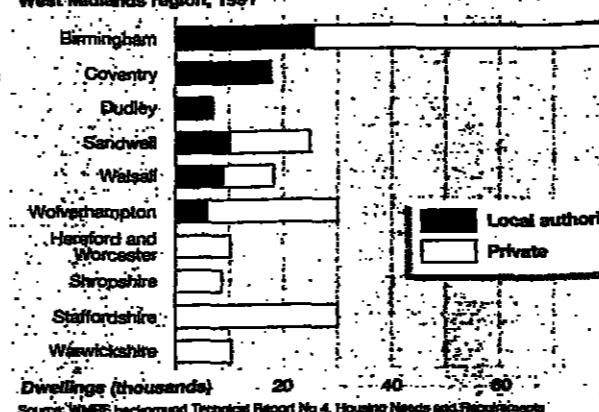
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## Incidence of unit dwellings

West Midlands region, 1991



Source: WMF background Technical Report No 4, Housing Needs and Requirements



The town centre of Solihull

Hazel Duffy examines the region's urban renewal programmes

## Need is not always enough

THE Government's efforts to enhance the West Midlands urban canvas sound generous: two urban development corporations, four City Challenges; a new Housing Action Trust; Estate Action: City Grant totalling £28m; derelict land grant amounting to £20m.

Such is the heritage of physical neglect, however, and the social problems associated with a neglected environment, that even this panoply of schemes cannot transform a highly urban region.

For nearly 200 years, the swathe of towns that grew into the West Midlands conurbation has been the scene for coal mining, minerals extraction, metal bashing and manufacturing. They have not just left their scars above the ground. All the many phases of industrial workings have left their mark below the surface.

Fortunately, with each new discovery of the horrors that

URBAN REGENERATION		
	Expenditure by department of the environment in West Midlands region 1992/93	Allocation £m
Grant regions		
Urban programme	41,117	26,659
City grant	3,923	8,800
Derelict land grant	22,270	2,690
City action team spec. budget	0,427	0,410
Urban development corporations	67,490	72,000
City challenge	8,250	26,600
Task forces	3,056	2,6452
Urban Partnership fund	3,578	0,826
Council area fund	146,508	165,416
<b>Totals</b>		

Notes: 1992/93 figures are estimated; actual figures have been used where available.

1992/93 figures are all allocations.

UDC figures include Black Country spine road and expenditure of receipts.

keep pace with the problem.

The quality of life in much of the region's urban areas is poor. East and west Birmingham health authorities have described their territories as among the unhealthiest places in the UK. The number of households with at least one person suffering from long term illness is nearly 30 per cent higher than in a Warwickshire village. In the Black Country's Sandwell district, a new worry is the high incidence of diabetes among people with ethnic minority backgrounds.

The quality of the environment is part of the quality of life. Nobody has given it a high priority in the predominantly urban West Midlands.

That is just beginning to change. Birmingham has shown that it is possible to improve the urban environment, at least in the centre of the city.

A new report\* prepared by

West Midlands' industrial competence will go unrecognised in the wider world unless it deals with related environmental issues

overnment of Urban Programme money (down from £41.1m in 1992/93 to £27m in 1993/94 in the region) which funded projects across the inner cities through the local authorities, is hard on neighbourhoods which have not been designated for Estate Action, City Challenge or other area-specific programmes. Urban Programme has funded a wide range of economic, social and training projects in the past.

The regional winners are in the Black Country and Birmingham. City Challenge is concentrated in the most deprived neighbourhoods. To be a deprived area, however, does not necessarily lead to the five year City Challenge status and £27.6m from the Department of the Environment. Coventry and Dudley were losers in the second and (for the present) last round of City Challenge, despite putting in bids for severely deprived neighbourhoods.

In Stoke-on-Trent, a complex of offices, retail, leisure and industrial development covers part of the once derelict site which was reclaimed for the Garden Festival. Derelict land in the Stoke ribbon of urban development has been dealt with steadily over the years. Much of the land, however, has been greened, because reclamation of land for redevelopment is much more expensive.

The city is now coming to terms with the urgent need to assemble packages of land to be made suitable for industry. This will depend on successful deals being worked out with the owners – which include industry, the utilities and British Coal.

Filling the space, however, looks like being a more difficult struggle than in the past. Recession has hit relocations, just as it has affected other industries. Although figures for inward foreign investment for 1992 have not been officially released, Mr Tillett estimates that the West Midlands share of the cake dropped to 13 per cent (measured by number of projects). Domestic relocations probably slumped more severely, he thinks, because fewer companies moved out of the south-east in the recession.

A favourable sign came last month when Johnson Controls announced that it is to become the first tenant on the Black Country Development Corporation's new 115-acre Automotive Component Park. The US-based company is making a £10m investment which will create 160 new jobs. The development corporation is hoping that this move is the first of many.

Packaging sizeable sites can be a lengthy and costly procedure: existing users must be bought out and relocated. In the current climate, developers and financial institutions are sceptical – unreasonably – about the finished product.

The abandonment by the government of the proposed contaminated land register, at least for the time being, has not allayed the private sector's fears.

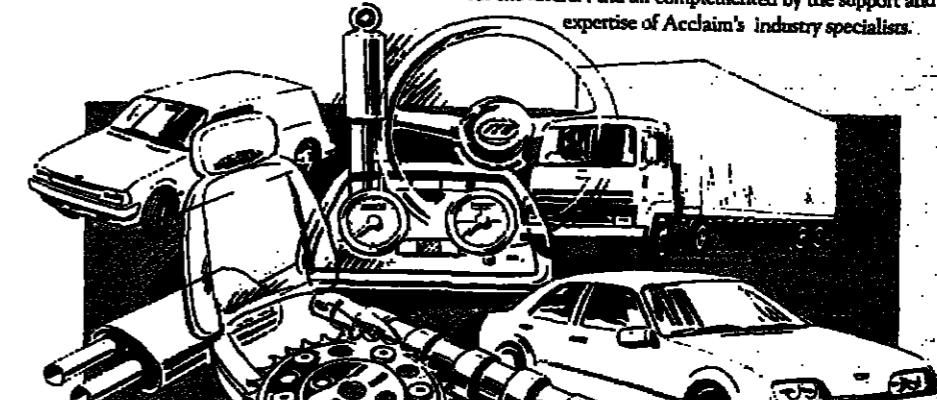
The Black Country Development Corporation, set up in 1992 to cover part of east Birmingham, is likely to adopt a similar course on the site it bought as part of the Leyland-Daf rescue. The Black Country spine road, now under way, will provide much better access to sites such as that of the old Patent Shaft steelworks, once planned as a huge shopping mall redevelopment, now offered as an automotive components industrial park.

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## FOREIGN EXCHANGES

## Lull in Franc drama

ALL EYES were on the French franc when the European markets opened yesterday, but those expecting high drama were disappointed, writes *Stephanie Flanders*.

The French currency was still weak in early European trading, but was able to fluctuate between DM3.410 and DM 3.415 level for the most of the day without any concerted effort by speculators to take it lower. The franc closed at DM3.414, slightly up on yesterday's close of DM3.416.

The only visible move by either the French or the German authorities was the Bundesbank's announcement of a variable rate parity for today's German market trading. This had been widely expected, leaving the markets to wait to see whether the German central bank will ease policy in the coming days.

Most traders thought that there would have been little point in further interventions today by the Bank of France or the Bundesbank. This was because pressure on the franc was not at a critical point where strategic defensive purchases by the authorities could turn a currency's prospects around. If anything, speculators were suspending judgment.

**£ IN NEW YORK**

Jul 13	Latest	Previous Close
£ Spot	1.0622 - 1.0625	1.0705 - 1.0775
1 month	1.0625 - 1.0628	1.0705 - 1.0708
3 months	1.0625 - 1.0630	1.0705 - 1.0705
12 months	1.0625 - 1.0630	1.0705 - 1.0705

Forward premiums and discounts apply to the US dollar.

**STERLING INDEX**

Jul 13	Latest	Previous Close
£/US Dollar	80.7	81.0
1 month	80.5	81.0
10 month	80.5	81.0
1 year	81.0	81.0
2 year	81.2	81.0
3 year	81.2	81.0
4 year	81.2	80.5

Forward premiums and discounts apply to the US dollar.

**CURRENCY RATES**

Jul 13	Bank of England	Morgan Guar.	European Central Bank	Commercial
£/Euro	81.2	81.2	81.2	81.2
£/Dollar	80.7	80.7	80.7	80.7
£/Swiss Franc	81.2	81.2	81.2	81.2
£/Danish Krone	81.2	81.2	81.2	81.2
£/Swedish Krona	81.2	81.2	81.2	81.2
£/Yen	81.2	81.2	81.2	81.2
£/Peso	81.2	81.2	81.2	81.2

24 Bank rate refers to central bank discount rates. These are quoted by the UK, Spain and Ireland. All other rates are for Jul 12.

All SFR rates are for Jul 12.

**CURRENCY MOVEMENTS**

Jul 13	Bank of England	Morgan Guar.	European Central Bank	Commercial
£/Euro	81.2	81.2	81.2	81.2
£/Dollar	80.7	80.7	80.7	80.7
£/Swiss Franc	81.2	81.2	81.2	81.2
£/Danish Krone	81.2	81.2	81.2	81.2
£/Swedish Krona	81.2	81.2	81.2	81.2
£/Yen	81.2	81.2	81.2	81.2
£/Peso	81.2	81.2	81.2	81.2

Morgan Guar. changes: average 1980-1982-100. Bank of England (Base Average 1980-100) \* Rates are for Jul 12

All SFR rates are for Jul 12.

All GBP rates are for Jul 12.

All SFR rates are for Jul 12.

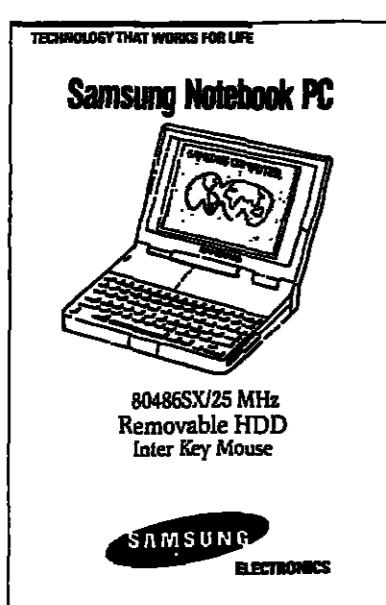


**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

*4 pm close July 13*

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故其子曰：「吾父之子，其名何也？」



26	537
24	582
22	15 9986
18	47 2797
20	23 119
	22 1389
16	16 404
	13 1431
27	23 50
07	18 49
42	12 837
12	28 2880
	97 118
	99 170
08	13 25
7.0	7
7.0	5
6.8	4
28117	2182
3.1	13 2017
3.1	14 140
0.2	58 1255
	25 16 3214
8.1	24
3.0	188 24
4.4	136
3.0	11 3780
7.2	30
6.9	10 201
	31 11 456
	31 11 557
8.8	25 16
3.0	18 1041
	24 16 3804
3.7	10 1805
0.8	17 288
5.6	17 668
4.3	16 402
	1.1 25 253

Chaitanya Mahaprabhu, the spiritual master of the Gaudiya Vaishnava movement, is the central figure of this book.

卷之三



## AMERICA

## Inflation news fails to lift equity sentiment

## Wall Street

GOOD news on inflation failed to lift stock market sentiment yesterday, and by early afternoon prices were flat to lower in thin summer trading, writes *Patrick Harrington* in New York.

At 1pm, the Dow Jones Industrial Average was 8.38 lower at 3,516.00. The more broadly based Standard & Poor's 500 was down 0.65 at 443.33, while the Amex composite was up 1.68 at 439.78, and the Nasdaq composite down 0.16 at 707.51. Trading volume on the NYSE was 14m shares by 1pm.

Although the morning's news on inflation - the June producer prices index fell by 0.3 per cent - was bullish for equities, investors appeared uninterested in the data. Dealers attributed the lack of a more positive reaction to two factors: first, that the markets had expected a good PPI number, so it was already priced into stocks; and, secondly, that investors and dealers may have been slightly disappointed at the 0.1 per cent decline reported in the "core" PPI, which excludes the volatile

food and energy components of the headline PPI. Analysts had been looking for a bigger decline in the core measure.

Equity markets may also have been disappointed by the lack of a move upward in bond prices. By early afternoon the Treasury market had shrugged off the PPI data and the benchmark 30-year bond was down slightly, yielding 6.625 per cent.

The first batch of second quarter corporate earnings began to arrive in earnest yesterday. Brokerage stocks were among the busiest sectors.

Merrill Lynch reported record quarterly profits of \$345m, which lifted the shares temporarily to a new all-time high of \$86.50. At that point, however, profit-takers moved in, and the selling pushed Merrill's stock to an early afternoon low of \$84.40, down 1.1% on the day.

PaineWebber, another big Wall Street securities house, also ran into some profit-taking, the stock easing 5% to \$29 in spite of another strong quarter, with profits climbing 30 per cent to \$59.3m. Finally, Bear Stearns firmed 4% to \$234 on the news that its president, Mr James Cayne, has been appointed to the additional

post of chief executive.

Home Shopping Network was the market's most heavily traded stock for the second day running, rising \$1 to 34% in volume of 2m shares as investors continued to react favourably to news of a merger offer from the rival QVC Network. QVC, traded on the Nasdaq market, jumped 3% to \$70.40.

Motorola climbed 3% to \$89.25 following the company's announcement, late on Monday, of a 57 per cent rise in second quarter profits to \$224m.

Hilton Hotels fell \$1 to \$45 after reporting a 17 per cent decline in second quarter profits to \$26.8m and warning that the remainder of the year would be "challenging" for the company.

## Canada

TORONTO was lower at mid-session as the market searched for direction. The TSE composite index was 3.78 down at 3,946.72 in volume of 35.3m shares valued at C\$415.9m.

Advances exceeded declines by 239 to 233, with 277 issues unchanged.

Among the actives Laidlaw B was down C\$1 at C\$34.

## Indian foreign initiative reaps limited rewards

RC Murthy on a disappointing inflow of orders

India's securities scandal is only one reason why, nine months since the market was opened to foreign portfolio investment, there has been a flood of enquiries but no big inflow of orders.

So far, less than \$20m has come in, disappointing the Securities and Exchange Board of India, the market watchdog which also keeps track of capital flows.

For decades, foreigners were kept out of India, by official fiat; and last September, when foreign investors were given permission to hold up to 5 per cent of quoted Indian companies, they were discouraged by archaic trading practices and share prices which moved more on rumours than on facts and fundamentals.

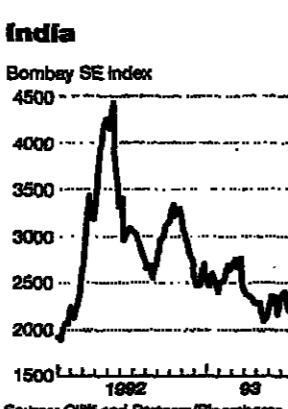
No official target was set for foreign involvement. The authorities in New Delhi were hoping for \$2bn in foreign direct capital inflow, including \$1bn of portfolio investment, this year; but even this objective is proving as tough as Mount Everest to scale.

Mr Stephen Barnes, at the Bombay office of BZW, says: "One should talk of hundreds of millions, not billions," for the next couple of years.

It will be a long haul at this rate for overseas investors to reach their 5 per cent quota, which works out to Rs55bn (\$1.84bn), taking the market capitalisation of the top half of the 650 companies listed on the Bombay Stock Exchange.

Foreign fund managers have had a lot of bad news to contend with. Early last December they were pondering the outbreak of communal riots, triggered by the destruction of the Babri mosque at Ayodhya.

Subsequent events have included pre-budget blues in February; a series of bomb blasts on March 12, which



Sources: OMLP and Partners/Bloomberg

upset commercial activity in major Indian cities; and, finally, the bombshell dropped last month by Mr Harshad Mehta, the stockbroker at the centre of India's Rs50bn securities scandal, alleging a Rs10bn payoff to Mr PV Narasimha Rao, the Indian prime minister, who denied the accusation.

The stock market has reacted bearishly. The BSE 30-share index hit its 14-month low of 2,036 at the end of April.

## India

producer, was bought up to Rs10,000 in April 1992. It is now down to a realistic Rs1,600 and a p/e of just under 19.

Fundamentals have improved. Inflation is running at a six-year low of 5.5 per cent per annum, and interest rates at commercial banks are down by 2 percentage points over the past four months and are poised to fall further.

Monsoon rains this season so far have been timely, and evenly spread throughout the country. If the weathermen's predictions come true, agricultural production will see strong growth, laying the foundation for a sharp rise in gross national product this year.

The stock market has now focused on around half a dozen companies with strong fundamentals, such as ICICI, the finance house, Great Eastern Shipping, SCICCI (basically shipping finance) and the Housing Development Finance Corporation, all of which are in the p/e range of 9 to 17.

Foreigners have devised a dual strategy, testing the market with small orders and then striking bilateral deals with local institutional investors. "It is possible to get discounts on large orders," says Mr Barnes, justifying the bilateral approach.

On the sell side, the Unit Trust of India is interested in selling part of its portfolio because it needs to generate Rs50bn in cash to service dividends in July.

Mr P Sankaran, of Ind-Global Financial Services, expects the tempo of foreign portfolio investment to accelerate over the next two months, if there is no major setback to the equity market over the same period. "The immediate problem," emphasises Mr Sankaran, "is political stability."

The market was governed until recently by Mr Mehta's theory that p/e ratios were less important in valuing companies than the cost of replacing existing assets. On this basis, ACC, India's biggest cement

producer, was bought up to Rs10,000 in April 1992. It is now down to a realistic Rs1,600 and a p/e of just under 19.

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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

## NATIONAL AND REGIONAL MARKETS

	MONDAY JULY 12 1993						FRIDAY JULY 15 1993						DOLLAR INDEX						
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Loc. Chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Loc. Chg High Low	Year ago (approx)				
Australia (58)	139.53	+0.7	139.98	96.68	125.38	136.09	+1.0	3.68	138.60	138.70	98.05	124.01	134.88	144.19	117.28	144.93			
Austria (16)	148.35	+0.8	149.37	103.18	133.81	133.87	+1.2	1.45	147.91	148.02	102.52	132.34	132.39	150.95	131.16	165.55			
Belgium (42)	147.08	+0.6	148.35	102.45	123.90	130.02	+1.1	4.40	148.98	147.07	101.86	131.49	128.86	158.78	131.19	149.38			
Canada (108)	128.04	+0.8	128.44	88.70	115.05	118.49	+0.8	2.84	127.04	127.13	88.05	113.68	117.58	130.38	111.41	128.71			
Denmark (24)	147.03	+0.7	148.35	102.45	123.90	130.02	+1.2	1.16	147.91	148.02	102.52	132.34	132.39	150.95	131.16	165.55			
Finland (23)	98.08	-0.9	98.35	87.95	98.14	119.07	-0.4	2.98	98.99	98.06	88.05	104.85	98.87	104.85	98.11	104.85			
France (66)	150.72	-0.7	151.19	104.41	135.43	139.81	+0.3	3.29	151.71	151.82	105.15	137.83	138.22	157.36	142.72	165.04			
Germany (60)	114.35	+0.5	114.72	79.24	102.77	102.77	+0.9	2.07	115.81	115.80	78.90	101.88	101.88	117.10	101.59	129.14			
Hong Kong (55)	279.93	-1.8	280.80	193.92	251.57	278.99	-1.5	3.38	284.61	284.62	197.28	254.63	254.63	303.01	218.82	256.26			
Ireland (15)	155.95	-0.5	158.43	103.04	140.14	157.52	+0.3	3.45	159.80	159.82	108.68	140.30	157.03	170.40	128.28	160.95			
Italy (7)	151.74	-0.5	152.12	103.04	140.14	157.52	+0.3	3.45	159.80	159.82	108.68	140.30	157.03	170.40	128.28	160.95			
Japan (470)	146.39	+0.5	146.85	101.42	131.57	101.42	+0.4	2.02	145.73	145.83	100.10	130.40	101.00	128.72	83.76	145.35			
Malaysia (50)	327.15	-1.4	328.64	228.98	323.98	328.17	-1.2	2.08	321.83	321.97	229.85	326.79	326.79	348.34	251.65	320.33			
Mexico (15)	153.40	+0.9	153.88	106.03	137.88	124.27	+0.9	0.94	152.01	140.04	152.16	105.24	150.26	150.26	176.82	126.81	141.83		
Netherlands (24)	168.00	-0.3	168.51	115.00	146.18	147.32	+0.1	3.73	166.72	166.84	115.55	148.17	147.24	172.75	150.88	168.34			
New Zealand (13)	157.42	-0.3	157.87	102.45	132.32	141.80	+1.1	4.38	158.72	158.80	102.45	147.21	157.39	162.84	140.55	171.18			
Norway (22)	157.79	-0.																	